

UNITED STATES DEPARTMENT OF STATE

December 2003

Special Report

State

Magazine

I AM THE
SILENCE
AT STATE



General Services staff work
a Presidential motorcade in
Moscow.

In our next issue:
Russia: Mission of the Month

Photo courtesy of the U.S. Embassy in Moscow

State

Magazine

Carl Goodman
EDITOR-IN-CHIEF

Paul Koscak
WRITER/EDITOR

Dave Krecke
WRITER/EDITOR

David L. Johnston
ART DIRECTOR

ADVISORY BOARD MEMBERS

Sylvia Bazala
CHAIR

Jo Ellen Powell
EXECUTIVE SECRETARY

Kelly Clements

Tom Gallo

Pam Holliday

Joe Johnson

Tom Krajeski

Jim Trommater

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Photo by Curtis Presson

A view of Kiev from the bell tower of the Lavre, a state-owned monastery-museum.

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Artwork by David L. Johnston

FROM THE SECRETARY

SECRETARY COLIN L. POWELL

Leadership Is All About People

The Foreign Service Institute asked me in October to talk about why leadership matters in the State Department. It's a topic that is not only near and dear to my heart, but one that is important to this country.

President Bush has spoken widely about our need to show leadership across the globe, not only in the fight against terrorism, but also against hunger, infectious disease and intolerance. That's what leaders do. And when America leads, the world benefits.

Our bookstores are filled with miles of manuals offering helpful tips on how to lead, but we must decide for ourselves what kind of leaders we want to be. During my career, I have found that leadership is less about theories or models than it is about people. Leadership is about getting

Leadership is also about staying focused on the mission. Our nation's mission is to promote peace, prosperity and security across the globe. That mission means nothing unless our people understand it. That means all of our people—not just me or the principals on the seventh floor—but every single member of our family in every embassy and consulate around the world.

I occasionally remind my staff of a documentary that I once saw about the Empire State Building. The film looked into what it takes to keep that magnificent monument running. The crew began its interviews with executives on the top floors and ended in the basement with a foreman who oversaw the hundreds of bags of garbage generated each day. Asked to describe his job, he smiled, looked into the camera and said, "My job is to make sure that every morning when people from all over the world come to see this historic building it is clean and ready for them."

What's the message? Somebody communicated to this gentleman that he was part of the larger mission. And missions only succeed when they are translated to every single person in an organization.

I challenge you to translate our mission—in your words and in your deeds. I challenge you to be leaders, regardless of rank, regardless of responsibility. For those of you who oversee teams, teach them how to lead. Encourage them to make the tough decisions. Free them up for outreach, recruitment and training.

Whenever you see the opportunity to mentor, do so. One out of every three members of our State Department family came on board in the past five years. We must harness that energy, explain our mission and groom new leaders all the time.

As you impart your wisdom, remember that leadership is not about organizations or plans or strategies. Leadership is about building bonds of trust and motivating people to get the job done.

Do this, and you will be carrying out one of the key goals that I have for each and every one of you.

I am honored to lead the extraordinary men and women of the State Department family, but it is only through your daily leadership that we will continue to carry out our nation's mission. I wish you and your families a peaceful and prosperous New Year. ■

Photo by Bob Kaiser



Secretary Powell delivers leadership lecture in the Dean Acheson Auditorium.

more out of your people than the science of management says is possible. In my book that begins with building trust.

We cannot hope to earn the trust of this nation or the world without building trust within our own walls. Trust is generated when you look after the welfare of your colleagues. That is why we have fought for state-of-the-art technology. That is why we created the Diplomatic Readiness Initiative to help attract and keep the best talent this country has to offer. That is why we put the Overseas Buildings Operations program in place so that our people have the resources they need to thrive at post.

LETTERS TO THE EDITOR

Defining Terrorists

In your October article on finding and freezing terrorists' money, reporter Paul Koscak refers to Hezbollah as "a Lebanon-based Islamic militant group."

Unfortunately, the word "militant" is not a strong enough synonym for "terrorist." According to my dictionary, a militant is "aggressively active (as in a cause)." A terrorist group marks innocent civilians for murder—which (as Mr. Koscak noted) is what Hezbollah did in 1983 when it bombed the U.S. Embassy in Beirut.

Hezbollah is a targeted terrorist group—dedicated to the murder of Americans and the destruction of our democratic way of life. It has been so labeled by the U.S. government. It is in poor taste to blur the enemy's brand, even in the interest of writing style.

Ronald S. Blum
Retired FSO
Silver Spring, Md.

Some Elucidation

The cryptic comment—"he transferred to the Civil Service after suffering a gunshot wound to the head"—in September's obituary of William J. "Bill" Calkins deserves elucidation.

On April 14, 1986, the United States bombed Tripoli in an unsuccessful attempt to get Mu'ammar al-Qadhafi. Embassy personnel in Sudan were cautioned that the situation was dangerous. That evening when communicator Bill Calkins drove home, a car followed him on Khartoum's potholed streets. Speed was not an option and as he slowed for yet another pothole in front of the Soviet Embassy, gunmen pulled alongside him and fired, putting a bullet in his head.

His attackers were believed to be—and almost surely were—Libyans. Libya was quite active in Sudan at the time. The assailants left the country and were never caught. Bill was left incapacitated. I saw him months later in the Department.

I was heartened to read that the Department employed him as a diplomatic security officer in Philadelphia.

Norman Shaft
Retired FSO
Falls Church, Va.

Who's on First?

In his September letter, before he "corrected" my recollection in the June issue of when the 21st Street wing was called New State, Gil Sheinbaum should have done his homework.

In 1947, Secretary Marshall moved the main Department there from Old State, the much-renamed Second Empire structure near the White House. Dean Acheson used that designation in his book *Present at the Creation*.

Sources ranging from State and General Services Administration historians to the oral histories of the Truman and Johnson libraries confirm that changing building identities was a Washington catch-up game long before the Harry S Truman Building arrived.

Al Toner
Retired FSO
Arlington, Va.

Correction

In our July/August post of the month feature on Bulgaria, we described the Rila Monastery as being in Sofia. It's actually 75 miles from the Bulgarian capital.

From the Editor

We have much to be thankful for this holiday season, especially the progress made in recent years in several critical areas. We have "gift wrapped" these into a special section of this issue we think you'll enjoy. You can start opening the package on page 20.

Science centers in the former Soviet Union are channelling weapons expertise into peaceful, productive use by engaging and employing scientists who built the Soviet weapons arsenal. The centers, including the one in Kiev, have compiled an impressive record. Page 15.

Trafficking in humans is a problem worldwide, and 19 nations recently gathered in Helsinki to forge an

alliance to enforce existing laws and enact new ones against the loathsome commerce. While it was not a diplomatic conference per se, U.S. diplomats played an active role in bringing the players together. Page 40.

Keeping diaries isn't as popular as it used to be, but consular officers in Bermuda share their notes on a recent visitor to the islands—Hurricane Fabian—who barged right in without a visa. Page 42.

Keep on reading, but in the meantime have a safe and happy holiday.



GUEST OF HONOR

State Employee Wins Award for Diplomatic Skills

Alyson McFarland, a program development officer with the State Department, received a Service to America award in October for her work in handling a crisis in Shenyang, China, last year when three North Korean refugees sought political asylum at the U.S. Consulate.

Ms. McFarland, 29, who was in her first week of leadership training at the remote post, used her Korean language skills and knowledge of Chinese-North Korean affairs to interview the refugees over several days. The information she gathered convinced State Department officials in Washington to persuade China to allow the three men to fly to freedom in South Korea instead of sending them back to their communist homeland.

Ms. McFarland was one of nine people honored by the nonprofit Partnership for Public Service in Washington Oct. 8. The honor includes \$5,000 and stories about her work in *Atlantic Monthly*, *Government Executive* and *National Journal* magazines, which co-sponsor the awards program for federal employees.

A native of upstate New York, Ms. McFarland joined the federal government as a Presidential Management Intern, a program that attracts talented young men and women to federal service and develops them as future government leaders.

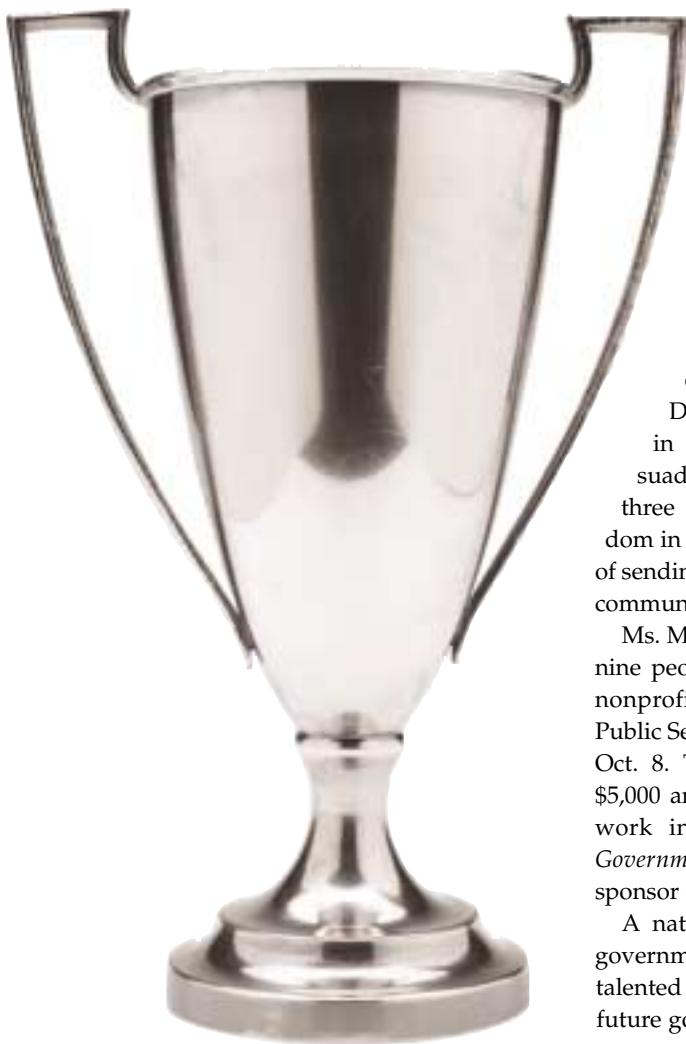


Photo © Sam Kitterer/Kittner.com



Getting to Green

Award Recognizes Management of Human Resources

The Department of State received the 2003 International Public Management Association for Human Resources Federal Section Leading Edge Award.

The award, presented Oct. 7 in Washington, D.C., goes to a federal agency that has made measurable progress in making its human resources strategies conform with its mission.

The Department's Bureau of Human Resources created computer models that integrate human resources management with the strategic planning process.

This project contributed significantly to the Department's achievement of "yellow" status on the most recent Office of Management and Budget executive branch management scorecard for progress on the President's Management Agenda.

Free and Fair Elections in Cambodia

Cambodians are getting a taste of democracy and judging from the response, it was pretty sweet.

More than 400 international observers—including some 55 members of the U.S. Mission supported by grants from the U.S. Agency for International Development—monitored July's National Assembly elections. For Cambodians, the election signaled a departure from that nation's history of totalitarian and brutal regimes.

The campaign even included live, televised debates, according to Heide Bronke, a public affairs officer assigned to the mission.

"There are children growing up seeing a peaceful election as a function of normal life," she recalled. "I hope they will expect that this right will be afforded them—without intimidation—when they come of voting age."

Embassy observers were thrilled to monitor Cambodia's elections and several called it the highlight of their tour. They reported from 14 provinces and Phnom Penh, home to nearly 90 percent of the nation's electorate and 109 of the 123 contested seats in the National Assembly.

When heavy rains flooded much of the countryside, voters paddled to the polls in boats. The embassy's four-wheel-drive vehicles ferried observers to even the most remote polls.

"The most moving experience I had was the day before election day, when I was driving near the ferry crossing from Phnom Penh," recalls Geneve Menscher, a political and economic officer at the U.S. Embassy. "After three days of rain, the roads were mud. Yet I passed motorbike after motorbike and truck after truck of young women returning from

jobs in Phnom Penh garment factories to vote in their villages. The scale of this mass movement was awe-inspiring."



FSN Sokunn Mealea Prak crosses the Mekong to report on the election from Kratie.

Photo courtesy of the U.S. Embassy in Phnom Penh

Istanbul Consulate Now Open

The United States renewed its 172-year commitment to Turkey with a new, 23-acre, \$83 million consulate nestled on a hillside overlooking the fabled Bosphorus Strait.

Turkish and American construction companies worked together to complete the modern, highly secure structure showcased by \$1 million in landscaping that features native plants and a travertine stone facade, quarried near



the Aegean sea. Maya Lin, the architect noted for her Vietnam Veterans Memorial, designed a sundial and fountains for the grounds. The land surrounding the consulate is seeded with wildflowers and plants that require mowing just once or twice a year.

Work on the consulate pumped an estimated \$30 million into the local economy.

Works by 24 U.S. and Turkish artists enrich the building's interior. Oil and acrylic on canvas, mosaic tiles, wire and paper, digital prints, blown glass and steel, ceramics and clay grace the walls, offices, lobbies and dining room.

Islamic art historian Esin Atil said the artists "desire to communicate and to share their experiences and visions of Turkish traditions with a wider audience."

The June opening drew members of the Turkish foreign ministry, Istanbul's governor, local mayors and folk dancers. Then-Ambassador W. Robert Pearson and Charles E. Williams, director of the Overseas Building Office, presided.

Days later, the American flag was lowered for the last time at the old consulate, the elegant Palazzo Corpi, named after a family of Genoese shipping merchants. Home to the U.S. mission in Turkey since the late 19th century, the building was originally leased from the Corpi family. When it was purchased in 1907, it became the first U.S.-owned embassy in Europe.

Receiving the flag from the Marine Security Guard Detachment, Consul General David L. Arnett offered a champagne toast to the Palazzo and to all who had worked there for more than a century.

Even though the diplomatic curtain fell on the Palazzo Corpi, the United States will still own the property. Encouraged by Congress, the old consulate may become the International Center for Middle East-Western Dialogue. Once established the Palazzo will enjoy a new life furthering scholarship and programs to encourage understanding between the United States and the Islamic world.

Former Ambassador Honored

Thomas R. Pickering, former under secretary of State for Political Affairs, is this year's winner of a prestigious award for presidential service from the Smithsonian Institution.

The award, recognizing more than 40 years of diplomatic service, is the Smithsonian National Portrait Gallery's Paul Peck Presidential Award for Service. The award includes \$25,000.

Mr. Pickering, now a senior vice president with the Boeing Co., served as ambassador to El Salvador, Israel, Jordan, Nigeria, India, Russia and the United Nations. He retired from the State Department in 2001 as a Career Ambassador, the highest rank in the Foreign Service.



Photo courtesy of Boeing

Dreyfus Scholarship Announced

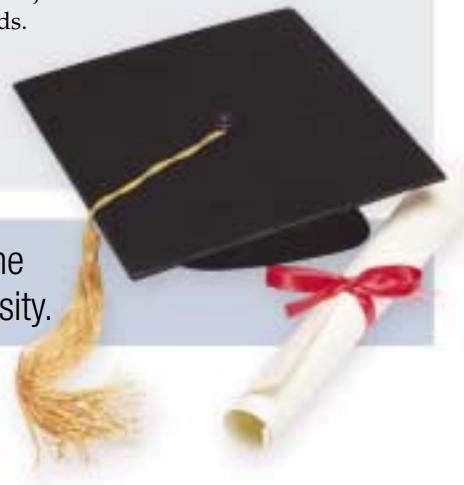
Several scholarships and fellowships will be available in academic year 2004/2005 for children and grandchildren of active duty or retired U.S. Foreign Service officers for study at The Hotchkiss School in Lakeville, Conn., and Yale University in New Haven, Conn., through the DACOR Bacon House Foundation. Awards are made possible by a bequest of the late Ambassador Louis G. Dreyfus Jr.

Hotchkiss will seek to select one qualified enrolled student for a \$5,000 scholarship. Applicants should contact the Director of Financial Aid, The Hotchkiss School, Lakeville, CT 06039-0800.

The awards to Yale students are based on merit and will be made by the DACOR Bacon House Foundation in consultation with the university. The Yale Center coordinates the awards for International and Area Studies, Henry R. Luce Hall, 34 Hillhouse Ave., New Haven, CT 06520. Aspirants may apply for the Dreyfus awards at the time of their application for admission.

\$39,620

Current estimated cost for one academic year at Yale University.



AFSA Seeks Award Nominations

The American Foreign Service Association continues its tradition of recognizing and rewarding employees for constructive dissent, risk taking, extraordinary contributions, professionalism and volunteerism in the Foreign Service by offering a number of awards.

Those for constructive dissent and risk taking include the Tex Harris Award for Foreign Service specialists; the W. Averell Harriman Award for junior officers; the William R. Rivkin Award for mid-career officers; and the Christian A. Herter Award for senior officers.

Winners in each category will receive \$2,500 and will be honored at a ceremony in late June at the State Department. Secretary Powell has attended the past two events.

AFSA also offers three awards recognizing exemplary performance of assigned duties or voluntary activities at an

Scholarship awards to undergraduates may be up to \$5,000. Fellowship awards to graduate and professional students may be up to \$10,000 and any second-year award will be at half stipend. There is no restriction as to field of study. If there are many applicants, however, preference will be given to students interested in foreign affairs and seeking a master's degree.

The deadline for applications is March 15, 2004.

For more information about the Dreyfus awards, contact Taushia Walker, DACOR Bacon House, 1801 F St., N.W., Washington, DC 20006; or at (202) 682-0500, extension 17, voice; (800) 344-9127; (202) 842-3295, fax; or e-mail prog.coord@dacorbacon.org.

All awards are subject to the availability of funds.

overseas post that demonstrate extraordinary contributions to effectiveness, professionalism and morale.

They are the Nelson B. Delavan Award, which acknowledges the work of a Foreign Service office management specialist who contributes significantly to post or office effectiveness and morale; the M. Juanita Guess Award, awarded to a community liaison officer who has demonstrated outstanding leadership, dedication, initiative and imagination in assisting the families of Americans serving abroad; and the Avis Bohlen Award, which recognizes the accomplishments of a family member or a Foreign Service employee whose relations with the American and foreign communities have greatly advanced U.S. interests.

More information about the awards are on the AFSA web site at www.afsa.org/awards.cfm.

License to Sell Goes Electronic

Soon, getting a license to export guns, bombs, bullets and warplanes can be done electronically. The Office of Defense Trade Controls Management, which grants licens-



es to Americans seeking to sell arms overseas, will have a paperless operation in full swing by next summer. With new forms and the office's massive, apartment-size records vault soon to be online, a customer can submit a license application without ever licking a stamp.

More than 20 companies are currently participating in the conversion, which is aimed at improving customer service. In 2002, the office processed about 50,000 applications valued at more than \$52 billion. The new system will

reduce the time it takes for an application to cycle through the system of checks and balances from about 45 to 35 days when a package requires review by other agencies, said Director Michael Dixon. Most applications—up to 70 percent—are processed by the office and are approved within eight days.

With some applications pushing 80 pages, processing is labor intensive. The new electronic system, scheduled for official unveiling in January, promises to improve accuracy, reliability and security, Mr. Dixon added.

"You're not doing a lot of copying and collating and it will be easier to track cases," he stated. "You can resend packages without making copies."

While the new system is sure to make customers smile, just the process, not the review, is being streamlined. The office still matches applicants and their customers against a list of 77,000 known and suspected arms-trade violators or nations. License approvals will still hinge on what's being sold and the customer's relationship with the United States.

After all, exporting a 2,000-pound laser-guided bomb or a fighter jet shouldn't be easy.

Pearl Jam

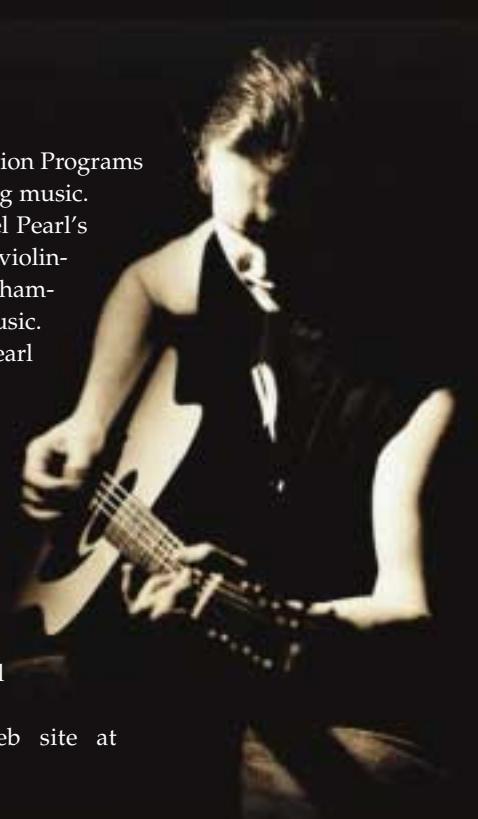
Every Friday at noon, part-time musicians from the Bureaus of International Information Programs and Educational and Cultural Affairs gather in SA-44 to play, learn and have fun making music.

But Oct. 10, 2003, was special. It would have been *Wall Street Journal* reporter Daniel Pearl's 40th birthday. Mr. Pearl, kidnapped and murdered in Pakistan in February 2002, was a violinist, fiddler and mandolin player. According to his family, he joined a band, orchestra or chamber group in every town he lived in and formed connections through his passion for music. Shortly after his death, his family, friends and supporters formed the Daniel Pearl Foundation to further the ideals that inspired his life and work and to spotlight his love of music to build bridges and create friendships.

World-renowned artists and leaders joined with the foundation in a call to musicians of the world to dedicate concerts to tolerance and humanity on the Second Annual Daniel Pearl Music Day. Tens of thousands of people from more than 30 countries participated.

The State Department musicians answered the call by dedicating their weekly jam to Daniel Pearl. The group—sometimes called "The Lost Agency Ramblers"—performed for about an hour, playing such popular songs as Elton John's "Daniel" and "Find the Cost of Freedom" by Crosby, Stills and Nash, as well as some original compositions.

Their gesture was included in the event listings on the foundation's web site at www.danielpearl.org/events/musicdayII_intl_events.html.



DIRECT FROM THE D.G.

AMBASSADOR W. ROBERT PEARSON



Commitment to Purpose

The day after I was sworn in as director general, I left for Gaborone, Baghdad and Cairo. I wanted a first-hand view of what our people are facing in Africa and in the Near East. I was struck most by the spirit of our

people in the field: they're excited, they're motivated and they're patriotic. And all of them want to do the right thing. These are the reasons many of us were attracted to public service in the first place.

I took this trip as someone coming from the field who is now responsible for the field.

In Gaborone, I talked with the chiefs of mission in Africa, where every day our people face problems of health, safety and the delivery of programs. They also face serious challenges with HIV/AIDS programs and the promise of the Millennium Challenge Account. The region has been one of the biggest beneficiaries of Diplomatic Readiness Initiative. Junior officers and entry-level specialists are filling perennially unfilled positions. In many cases, first tour junior officers are ably serving as section heads under ambassadorial leadership.

In Kuwait, I saw the incredible work our embassy colleagues are doing to support the mission of the Coalition Provisional Authority in Iraq.

In Baghdad, I got a sense of our employees' mature professionalism. Our people there are working long hard hours under difficult security and living conditions, but their morale is high. Of the 47 people assigned there when I visited, 11 were Civil Service employees, including new Presidential Management Interns. The Foreign Service employees ranged in rank from ambassador to career candidates on their very first assignments. Our colleagues work all day, seven days a week. And it probably won't surprise you to know that they're doing a terrific job. All of them had one thing in common: the conviction and desire to make a difference. We are all profoundly grateful for their service.

Colleagues in Iraq include a legal adviser to Ambassador Paul Bremer; an employee reconfiguring buildings in Baghdad for office space; a colleague performing every imaginable consular function; an employee running the regional governance teams; an employee managing the office of the coalition responsible for an area with 10 million people; and a colleague who sleeps on a cot in the storeroom of a military unit so she can carry out nearby humanitarian activities by day.

A USAID employee runs a woman's action center in Hillah; a female employee travels around the country helping to identify leaders to prepare for elections; another employee has spent five months searching for mass graves with a single armed escort; and an employee works with the Iraqi governor of a province running programs out of an abandoned elementary school.

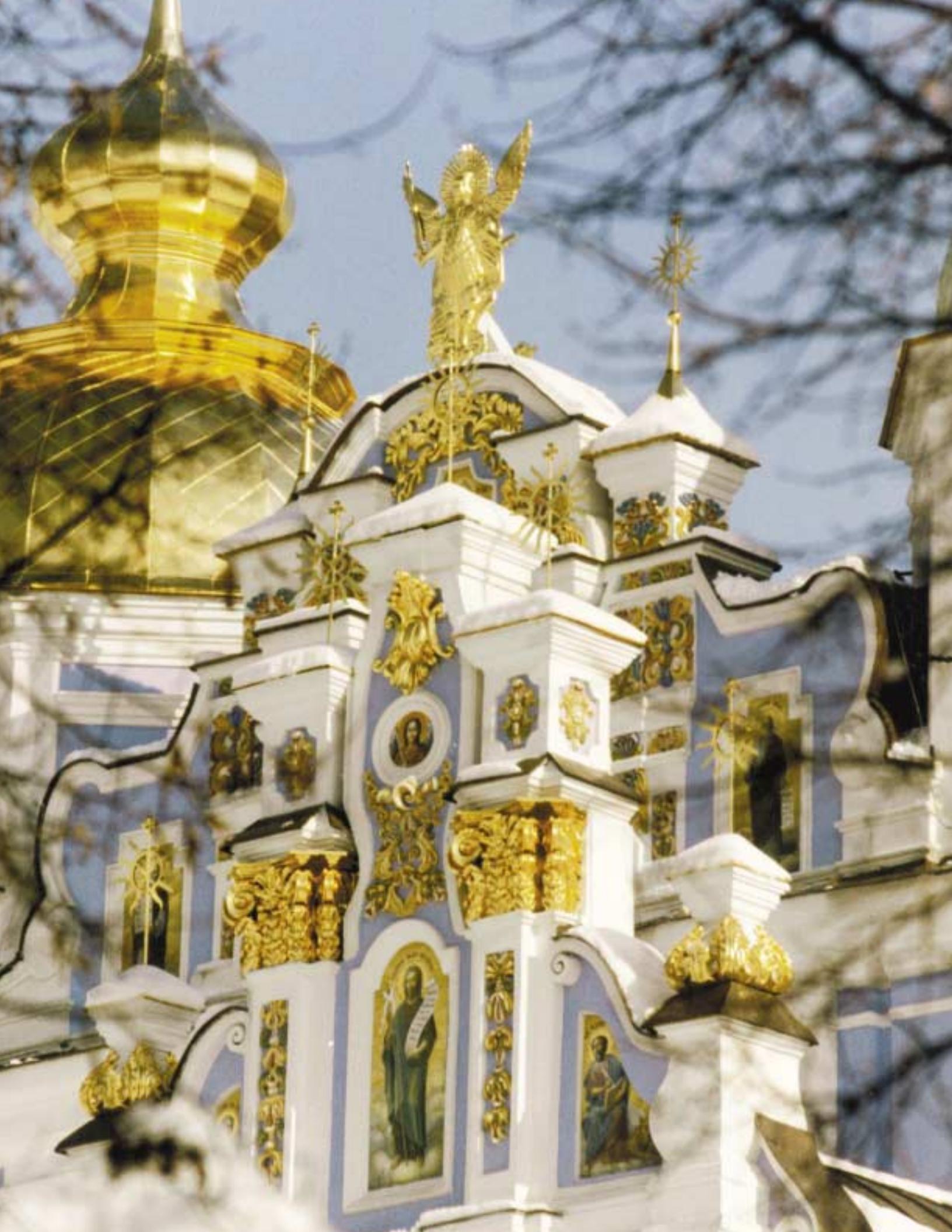
Our colleagues are there trying to make things work and giving people hope. All of them are doing the kind of work and meeting the kinds of challenges that have attracted generations to the service of their country.

Inspiring stories like these are repeated all over the world. They remind us that no matter how great or difficult the task we can make a difference.

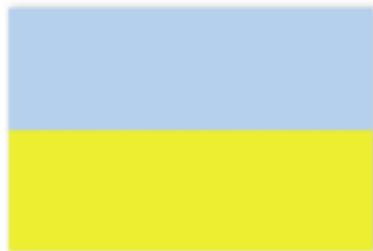
That same commitment to service was evident in abundance at the junior officer conference I attended in Cairo, a meeting organized by and for junior officers in the Near East and South Asia. There, I was impressed once again by the willingness of our newest employees to meet the challenges of the day. Their combination of talent, preparation and desire bode well for the future of our profession.

Iraq and Afghanistan are only the most recent examples of the challenges that have faced the Department since the end of World War II. I am confident that this generation of employees, like those who confronted similar challenges elsewhere in the past, will meet those responsibilities with skill and vigor.

We are living in a time of challenges, a time of being asked to do a very specific job of service to our country. We're grateful for the resources that have allowed us to respond. And how we perform under these challenges will say a lot about our future. I'll tell you more about that next month. ■



POST OF THE MONTH



KIEV

Considered the jewel of Eastern Europe but more widely known for Chernobyl than for its beauty, Ukraine boasts golden-domed cathedrals, stunning landscapes and a rapidly modernizing capital in Kiev. It is a nation with strong cultural, historic and economic ties to both the East and West.

By Elizabeth Papp

Photo by Nancy Brannan



Top right: St. Sophia is one of Kiev's noted landmarks. Bottom right: Marine Amber Woods distributes materials to orphans at Nova Zalesya. Below: A Bandura musician performs in a local park in Kiev.

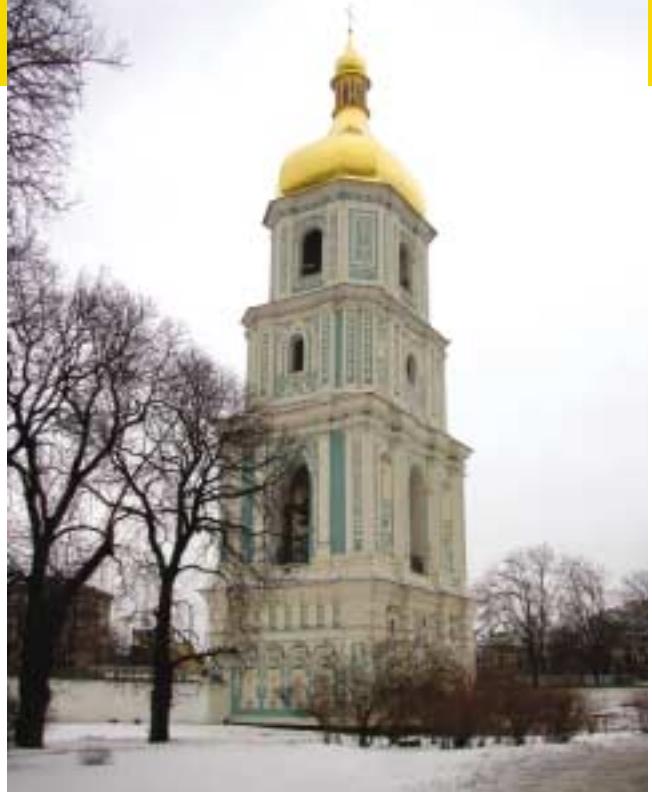


Photo by Curtis Presson



Photo by Jaquelin McKissick

Ukraine is entering its second decade of independence committed to market reform, continued democratization and Euro-Atlantic integration. Because of its geopolitical importance, Ukraine—the size of Texas and with a population of almost 48 million—was the third largest per capita recipient of U.S. aid for almost a decade. At the same time, Ukraine’s relationship with Russia, with which it shares a common history and border, continues to play a large role in the political landscape. These varied influences have resulted in a Ukraine that continues to wrestle with its past while stepping steadily into a promising future.

Following independence in 1991, Ukraine found itself at the forefront of the reforms taking place across the former Soviet Union. The U.S. Mission in Kiev actively supports the government’s efforts toward Euro-Atlantic integration and human rights, as well as democratic, economic and defense reform. The embassy is closely monitoring the upcoming presidential elections scheduled for October 2004. A free and fair election would put Ukraine on a solid road to reform and position it well for Euro-Atlantic integration. Although the bilateral relationship has not

been without problems, Ukraine has deployed troops to Kuwait and Iraq. The country is working toward NATO integration and progressing in the areas of nuclear non-proliferation and safety.

The mission continues to encourage Ukraine to improve its record on human rights and press freedoms. Through its unique Media Development Fund grants program, the post has helped the country strengthen media freedoms. The mission has also opened free public Internet centers across Ukraine through its Library Electronic Access Project, improving public access to information.

The emergence of a middle class in larger cities and the growth of private ownership of property are significant developments that ensure a ripple effect of political, social and economic change. To foster the concept of personal

property rights and help infuse entrepreneurship into the Ukrainian economy, the U.S. Agency for International Development sponsored a land titling reform program. To date, more than three million land titles have been issued, putting some 32 million acres of land into the hands of Ukrainian citizens. The Microfinance Bank, which USAID helped establish, has provided more than 20,000 loans averaging \$4,500 to small and micro-enterprises, totaling about \$100 million. In addition, the agency's Micro Lending program has granted 47,374 loans totaling \$286 million.

Like many countries in transition, Ukraine is grappling with a skyrocketing HIV/AIDS infection rate—a disease that is rapidly reaching epidemic proportions. Recognizing the magnitude of the problem and Ukraine's efforts in this area, the Global Fund to Fight HIV/AIDS, Malaria and Tuberculosis recently awarded Ukraine \$93 million to treat and prevent the disease.

Ukraine's 300-strong Peace Corps contingent is the world's largest and was the first program established in a successor state of the Soviet Union. To date, 1,300 volunteers have taught English and management and acted as business and environmental advisers. They have also sponsored numerous community projects to empower youth and people living with HIV/AIDS, build public awareness, develop textbooks, provide Internet and computer training and support the development of civil society.

The U.S. Embassy in Kiev—the fifth largest bilateral mission in Europe with 14 agencies—coordinates multiple, challenging priorities from five locations across the city. The chancery, formerly the regional home of the Communist Party and Communist Youth League, is getting a face-lift, complete with a new annex. The mission is seeking a permanent site for a new embassy compound. Consular officers—gearing up to take on full immigrant visa processing—are located in a separate complex nearby that is also being renovated. Other mission personnel work in a nearby business complex that houses a fitness center, showers, cafeteria and the community liaison office. USAID and Peace Corps occupy separate buildings.

Embassy employees are provided spacious apartments in historic locations on the Right Bank of the Dnipro River convenient to the embassy and the city center. Four years of growth have changed the face of Kiev. Buildings are getting makeovers, construction cranes are everywhere, shopping malls are springing up and the restaurant scene continues to improve. Asian and European cuisine abound alongside Georgian delicacies and even enchiladas. There is a burgeoning arts community and new artists demonstrate their talents at myriad exhibitions. Embassy families enjoy opera, ballet, theater, jazz and rock concerts at bargain prices. Children delight in the puppet theater, children's theaters and the circus. The city has a lively club and bar scene. Outdoor enthusiasts can ski downhill or cross-country and jog or hike in the many parks in and around

AT A GLANCE



Country name: Ukraine

Government type: Republic

Capital: Kiev

Independence: August 24, 1991
(from the Soviet Union)

Constitution: Adopted June 28, 1996

Population: 48 million

Religions: Ukrainian Orthodox,
Ukrainian Catholic, Protestant and Jewish

Land mass: Approximately 375,000
square miles

Approximate size: Slightly smaller
than Texas

Languages: Ukrainian, Russian,
Romanian, Polish and Hungarian

Currency: Hryvnia (UAH)

Per capita income: \$4,500

Industries: Coal, electrical power,
metals, chemicals and sugar

Agriculture: Grain, sugar beets and
sunflower seeds

Airports: 790 (182 with paved runways)

SOURCE: CIA World Factbook 2002

Top right: Pat Guy, public affairs officer, at work in her office. Bottom right: Food is a pyramid of colors at one of Kiev's many farmers markets.

Below: Locally employed consular staff are, from left, Evgeniy Suborov, Victoria Vasyleenko and Mykhaylo Tsymbal.



Photos by Elizabeth Papp



Photo by Curtis Presson

the city. Adults and children can learn the guitar, piano or Ukrainian bandura from professional musicians and gymnastics from world-class gymnasts at inviting rates. Ballet, ice-skating and tennis lessons are also inexpensive.

During the summer, embassy families picnic in Kiev's many parks, sunbathe at nearby river and lake beaches or weekend on the shores of the Black Sea in Odessa or resort towns in Crimea. The new Marine House frequently hosts family-friendly events such as barbecues, movie nights and chili cook-offs. Although there is much to see and do, many employees volunteer their time to help the less fortunate, teaching orphans English, taking them on field trips and providing orphanages with necessary clothing and supplies. Similar opportunities are available to help elderly and disabled citizens.

Many people take advantage of the opportunities to explore other parts of the country as well as the rest of Europe. Ukraine has an extensive national rail network. The western Ukraine city of Lviv, largely untouched during World War II, retains much of its old architecture and charm. Odessa, in southern Ukraine, has long been known for its beautiful seacoast, active nightlife and cosmopolitan atmosphere. Crimea and the Carpathian Mountains are great destinations for beautiful scenery and outdoor activities such as hunting, hiking, swimming and downhill skiing. Also, because of Ukraine's central location, Turkey, Egypt, the Czech and Slovak Republics, Hungary, Poland,

Russia and the other former Soviet republics are popular, affordable and nearby travel destinations.

Ukraine has a rich past and a promising future. As it progresses toward a more open, democratic, market-driven society, the U.S. Mission will continue to help the country achieve its goals. With a well-educated population, rich agricultural lands, a solid industrial base and Europe at its doorstep, Ukraine has the potential to become one of the powerhouses of Europe. Serving in Kiev provides a front row seat to witness and support this historic transition.

The author, who served as a consular intern in Kiev, is now pursuing her Ph.D. in history at Arizona State University.

Science Center Channels Weapons Expertise to Productive Use

By Jason N. Witow

Discovering the benefits of Caucasian fungi, unlocking the power of wind and developing new technologies for monitoring heart disease are the types of innovative projects that the United States has been funding through the Science and Technology Center in Ukraine.

The center is a unique, multilateral organization using scientific cooperation to fight the spread of weapons of mass destruction expertise. The Bureau of Non-Proliferation's Office of Proliferation Threat Reduction, in cooperation with the U.S. Embassy in Kiev, oversees U.S. participation in the science center's mission. And that is to stabilize the status of thousands of underemployed former Soviet weapons scientists and redirect their talents toward nonmilitary research and business.

Established in Kiev in 1995 by the governments of the United States, Canada, Sweden and Ukraine, the center has been working with scientists in Ukraine, Georgia, Uzbekistan and Azerbaijan. Moldova may soon join as well. The European Union replaced Sweden as a member in 1996.

In June 2003 the science center moved into new headquarters in Kiev and will soon celebrate 10 years of operation. Working now from its permanent new home, the center focuses on preparing former Soviet weapons scientists to become independent and contributing members of the international business and scientific communities. With the Soviet Union's collapse, some ex-weapons scientists, unable to subsist on the local economy, began selling their expertise on weapons of mass destruction to countries such as Iran, Iraq and North Korea. The United States and its allies established the science center in Kiev and the International Science and Technology Center in Moscow to meet the challenge of channeling ex-WMD scientists toward productive rather than destructive work.

The centers recently geared their programs toward "graduating" scientists and their institutes into becoming self-sustaining participants in the global scientific and business communities. Andrew Hood, senior science center coordinator, says that "with thousands of scientists working on STCU and ISTC grants, our present aim is to support projects that have real market potential—to encourage institutes to end their dependence on these grants by developing profitable businesses and competing successfully for research grants."

Along these lines, the science center in Kiev is stressing its Partnership program, matching Western companies with institutes offering specific scientific expertise. There are now 20 private U.S. organizations participating.

This successful program not only fights WMD proliferation, it yields a return to the United States through increased business activity. For example, the successful collaboration between K+S Electron Technologies of California and the Paton Welding Institute of Ukraine has produced a universal



The science center building in Kiev.

Photo courtesy of the STCU

electron beam welding system. K+S has invested more than \$3.5 million, resulting in a growing commercial partnership.

The majority of the center's projects, however, involve member government funding of scientific institutes. The center has become an engine for developing scientific excellence in the regions it serves.

The center is not resting on its laurels. It now provides services beyond financing collaborative research projects, such as management training, grants for visits to the West, support for patent applications, assistance in exploiting research results and communications upgrades to institutes. These services help accomplish the center's nonproliferation mission of helping former weapons scientists and institutes become self-sufficient and more likely to resist overtures by terrorist groups or countries of proliferation concern.

The goal of full integration into the global economy is still some way off, but the future for scientific research and development in the former Soviet Union looks bright. Much has already been achieved as ex-Soviet scientists and institutes are learning what it takes to succeed. The centers in Kiev and Moscow will continue to build on this progress. ■

The author is deputy coordinator of the Science Centers Program.



Top: Peter Higgins, Ukraine desk officer. Above: Mark Taplin, office director, chairs a meeting of the UMB staff. Right: Florence Allen prepares a cable to the field.

The Office of Ukraine, Moldova and Belarus Affairs

Story by Julie Nutter + Photos by Dave Krecke

Managing U.S. relations with the countries of the former Soviet Union is never dull. A small, very busy office oversees bilateral relations with three countries that formed the western tier of the old Soviet Union: Ukraine, the troubled but resource-rich powerhouse of the former USSR; Moldova, a country split in two by separatists; and Belarus, a land still in the grip of an authoritarian dictator nostalgic for the Communist past.

The United States has the most far-reaching and complex relationship with Ukraine, the largest of the three. Ukraine's foreign policy and relationship with the United States reflect the nation's pivotal position straddling East and West. Like many former bloc countries, Ukraine still struggles with vestiges of its Soviet legacy: disagreements over borders, language issues and questions of economic and political sovereignty. They manifest themselves in issues the office deals with on a day-to-day basis.

Broadly speaking, the main U.S. policy objective since Ukraine gained independence in 1991 has been to help integrate this large country into Western and global institutions such as NATO, the European Union and the World Trade Organization. Much of the office's bilateral work in Washington centers on facilitating reform—whether it's working with the Department of Defense to assist Ukraine's deployment of troops to Iraq; ridding the country of the last traces of its nuclear arsenal; consulting with the Bureau of Democracy, Human Rights and Labor on how best to respond to limits on press freedom; or discussing with the U.S. Trade Representative the most effective way to accelerate Ukraine's entry into the WTO.

As the accompanying article describes, the United States has a very active assistance program in Ukraine. The office works closely with the Bureau of European Affairs' assistance coordinator to keep policy and the assistance approach closely linked.

In addition to ad hoc official visits—the Prime Minister and the head of the parliament recently came to Washington—the Department leads semiannual bilateral consultations with Ukrainian officials on broad bilateral issues through the Foreign Policy Committee and on economic and assistance topics through the Committee for Economic Cooperation. The Defense Department holds similar consultations on defense issues.

Although a proliferation scandal in the summer of 2002 caused the U.S. relationship with President

Kuchma's government to deteriorate markedly, relations are improving.

Much of the work of the Ukraine desk over the next year will focus on Ukraine's presidential election in October 2004, when Kuchma is scheduled to step down after 10 years. When Kuchma was elected in 1994, Ukraine had a relatively positive record on elections, press freedom and human rights. But a shadow fell over Ukraine's standing as a democracy when the decapitated body of a prominent Ukrainian journalist was discovered in a forest. A recording purported to have been made by one of Kuchma's bodyguards linked the president to the assassination.

How succession is managed will be a crucial indicator of Ukraine's commitment to an open and transparent democracy and of its readiness to integrate with the West.

Bilateral relations with Belarus cooled rapidly following the election of President Alyksandr Lukashenka in 1994. After his election, the president moved quickly to dissolve Belarus's legitimate parliament, to illegally extend his own term and to crack down on civil society and the media. The U.S. relationship with Belarus is governed by a policy of "selective engagement," which the European Union shares, of limiting contact between senior level officials and the Belarusian government. At the same time, the United States remains deeply involved in fostering democracy and civil society at the grassroots level and working with political figures committed to political and economic reform. While the United States does not, as a rule, provide bilateral assistance to the Belarus government, it does offer significant assistance to nongovernmental, independent media and human rights groups.

The bilateral relationship is so sensitive that the Department—UMB in particular—plays a crucial role in giving policy guidance to other U.S. government agencies dealing with Belarus.

Overall, bilateral relations with Moldova are excellent. Moldova has supported the war against terrorism and has sent 50 troops to aid in the Iraq stabilization effort.

Sharing a light moment are UMB staffers, from left, Connie Philpot, Julie Nutter, Mike Uyehara and Paul Carter.





Wilma Horton assembles the cable traffic from the Ukraine, Moldova and Belarus.

President Voronin met with President Bush in December 2002, and then spent several days in North Carolina, Moldova's partner state under the NATO Partnership-for-Peace program.

As with Ukraine, the overriding U.S. foreign policy objective with Moldova is to assist the country in its integration with Western institutions. Already a WTO member, Moldova is seeking access to the European Union. On the negative side of the ledger, Moldova's efforts to liberalize its economy under the current Communist government have stalled somewhat, and its relationship with the World Bank and International Monetary Fund has suffered some recent setbacks.

The conflict in Transnistria, a breakaway region between the Nistru (Dniester) River and the Ukrainian border, is an unresolved part of Moldova's Soviet past that occupies the attention of many Washington policymakers. Progress has been made on the military and political fronts, with the Organization for Security and Cooperation in Europe, Russia and Ukraine as the principal mediators. The United States supports working toward reintegrating the Transnistria region with Moldova. The fact that the Moldova/Transnistria topic was included in the recent U.S./Russia joint statement following the Camp David Summit indicates its importance.

The author is deputy director of the Office of Ukraine, Moldova and Belarus Affairs in the Bureau of European and Eurasian Affairs.

Europe's New Borderland: Why Ukraine, Moldova and Belarus Matter

By Mark Taplin

As both NATO and the EU advance eastward, eyes are turning to a part of Europe that has found itself betwixt and between for ages. Ukraine, Moldova and Belarus have been dominated by large and powerful neighbors to the east and to the west and frequently ruled from capitals as far-flung as Moscow, Vienna and even Constantinople. No part of the European continent suffered more from the past century's cataclysmic wars, famines, purges and pogroms.

National identity remains a question mark for the three nations. As independent post-Soviet states, they are still trying to find their place in the world at large. Belarus leader Alyksandr Lukashenka loudly proclaims his desire to enter a "union state" with Russia, but balks at giving up control over Minsk's central bank and currency. Under portraits of Lenin, the separatist leaders of the Transnistrian region of Moldova wax nostalgic for the former Soviet Union, while some nationalists in Chisinau still hold out for "reunification" with Romania. In Ukraine, the impulse for statehood is

stronger, but still complicated by striking regional differences in culture and outlook. Trained in Russia, some high-ranking politicians in Kiev don't even have a command of the Ukrainian language. The title of Ukraine's national anthem is "Ukraine Is Not Yet Dead," reflecting the country's history of stubborn nationalism.

Yet there is room for optimism, despite the challenges of poverty, corruption and misrule all three countries face today. The region's human potential is enormous. Civil society is growing apace, even in autocratic Belarus. A younger generation overwhelmingly feels its future lies in Europe, with its promise of democracy and prosperity. The United States and its European partners need to be patient; change will not come overnight. Yet if we remain engaged in promoting reform, these complex nations straddling the east/west divide have a chance to find themselves once and for all. NATO and the EU have every interest in bringing them more fully into the European and Euro-Atlantic communities. ■

The author directs the Office of Ukraine, Moldova and Belarus Affairs.



Secretary Colin L. Powell greets disabled students.

Photo by Paul Koscak

Disabled Students Inspire Volunteers

Joining other federal agencies and numerous corporations, State Department volunteers chaperoned five disabled students Oct. 15, introducing them to career possibilities and even the Secretary.

Four deaf students from Gallaudet University and a student from the Washington Very Special Arts training program visited the Department during National Disability Mentoring Day. The group toured the new media briefing room, the diplomatic reception area and the Martin Van Buren room where they lunched with Barbara Pope, assistant secretary for Civil Rights.

An earlier meeting with Secretary Colin Powell highlighted the day's events. The Secretary told the group he once wanted to be an Army helicopter pilot, but a hearing deficiency dashed that goal. "My wife is an audiologist," he said, relating some understanding of hearing problems.

The students later met individually with their volunteer mentors for specialized workplace tours.

In a unique arrangement, a Gallaudet doctoral student working in Turkey was mentored by Melissa Coskuner, a general services officer at the U.S. Consulate in Istanbul. It's believed to be the first time a federal agency has mentored a disabled student overseas.

Janel Muyesseroglu summarized her State Department visit as "very interesting." An international relations graduate student with an English degree, she works at Gallaudet's Center for Globalization, assisting foreign students. "I never thought I could come here."

Erickson Young graduated with a double major: government and Spanish. He worked providing sign language services at a Costa Rican university. Sign language in another culture, he added, presents special challenges.

"Spanish is the same, but each country uses different signs for communicating," he said.

Mr. Young would like to eventually join the Foreign Service. ■

TRAFFIC
STUCK

In this issue, we report on the extraordinary progress the Department has made in recent years in such critical areas as recruiting, hiring and training; buildings and facilities; and information technology. In taking stock, we have folded it all into a special section of our December issue.

The changes reflect a President and Secretary committed to training and equipping the Department to conduct the nation's foreign affairs in the 21st century, a Congress willing to provide the funding and employees who have demonstrated their willingness to use the resources productively.

Across the Department and around the globe, these changes are making a difference in the professional and personal lives of thousands of employees and their families. They include such things as having access to the Internet, a modern cafeteria, increased morale, critical positions filled and safe and secure facilities.

Future special sections will look at the Department's role in rebuilding Iraq, combating terrorism and confronting HIV/AIDS.

So stay tuned.

— *The Editor*



Robert Roulston, assistant regional security officer, at the Kadugli Airport in central Sudan.

Photo courtesy of the U.S. Embassy in Khartoum

What a Difference a DRI Makes

By Deborah Graze

U.S. Missions worldwide, often in some of the toughest hardship environments, have already benefited from the two-year-old Diplomatic Readiness Initiative, a program to hire qualified people for critical positions abroad. Thanks to the program's outreach and recruiting efforts, the Department is hiring highly qualified Foreign Service specialists, generalists and Civil Service employees with needed language and technical skills.

DRI hiring has helped the Department respond to crises, handle new missions and better support employees in the field. A dozen junior officers are serving now in Baghdad. Many others are filling in for more experienced colleagues

as are 10 Civil Service colleagues, who volunteered to serve in Iraq.

Two new junior officer positions in Kyrgyzstan freed more senior employees to manage relations between the post-9/11 military presence and the host government. The new hires also opened avenues into the local community by using their language skills to connect with young people.

In Turkey, the mission gained a total of six additional employees to handle increased consular, security and information management assignments. These employees improved protection of the embassy and staff, enhanced screening of visitors to the United States and advanced U.S. interests in Turkey.

Adding a new junior officer to the staff of the U.S. Embassy in the United Arab Emirates made it possible for the head of the political section to serve in Iraq.

Thanks to DRI, the U.S. Embassy in Kampala contributed two junior officers to support President Bush's landmark visit to Uganda last July. Without those critical



Photo by Brian Peterson



Photo by Renell Anderson

Top: Kasey Snyder, information management specialist in Windhoek, works on the satellite dish. *Above:* Health practitioner Mary Ann Murphy, in blue suit, arranges a tour of an Albanian military hospital for a visiting U.S. Special Forces medical unit.

positions, the embassy would have had to borrow officers from other strapped African posts. One of those officers, Matt Becht, an assistant regional security officer, questioned a stowaway on the presidential press aircraft, gaining the suspect's trust and learning how security had been breached. The information laid the groundwork for an investigation involving security services in five countries on three continents and strengthened presidential security.

Yerevan, a high-fraud post, was so short of staff that it suffered from a large backlog of investigations. DRI made it possible to hire a new vice consul to focus exclusively on fraud and establish a separate fraud investigation unit. The move eliminated the investigation backlog and reduced most background investigations to two weeks. In addition, the officer organized training for local airport personnel to detect fraud and coordinated with U.S. law enforcement officials to prevent fraud and help apprehend document fixers. FBI agents and detectives in Los Angeles, who worked with the post, expressed their appreciation for the embassy's coordination. One said, "I never knew what a consular section was. Now I'm dependent on them!"

In Lilongwe, Peter Lord, hired through DRI, has implemented a \$250,000 program targeting HIV/AIDS prevention and treatment for the Malawi Defense Force, one of the nation's hardest-hit groups. The new officer's contributions have allowed the embassy to engage in democracy building, combat money laundering and aid refugees in greater depth, effectiveness and impact.

As the peace settlement in Sudan allowed the U.S. mission in Khartoum to "normalize" operations, Gary Ellis, Perry Gresham and Robert Roulston—all DRI-hired Foreign Service specialists—

established a communications infrastructure, moved staff from temporary to permanent housing and launched a security perimeter vehicle barricade project to protect the building and staff. These highly skilled specialists quickly installed classified and unclassified computer, telephone and satellite connectivity, hired and trained locally engaged staff to support a new U.S. Mission and reported on the security situation in the cease-fire region.



Photo by Chris Hondros

Consular officer Dante Paradiso conducts business in Monrovia while a young rebel soldier cradles his AK47 in the background.

In Tallinn, a former U.S. Marine Corps communicator joined the post last February as the first information systems officer. Shortly after his arrival, his supervisor was medically evacuated and did not return to post. The new officer filled the shoes of his departed boss in addition to doing his own job. Without DRI, the embassy in Tallinn would have had to borrow another post's ISO, break its own budget by hiring a contractor for communications support or suffer a devastating staffing gap.

Some new junior officers hired through DRI are leaving lucrative legal positions to join the Foreign Service. In Monrovia, in the midst of civil war, DRI hire Dante Paradiso not only drafted a confidence-building document that permitted regional peacekeeping forces to move into a strategic area, he facilitated the evacuation of approximately 300 U.S. citizens and other expatriates from war-torn Liberia.

DRI helps the smallest and most isolated posts. The U.S. Embassy in Ashgabat recently received two DRI workers—an office management specialist and a second information program officer. A tightly controlled, authoritarian country

in a dangerous neighborhood, Turkmenistan is a key post in the war on terrorism, which also means promoting democratic development, economic opportunity and security cooperation. These additional specialist positions have allowed the entire mission to do more to further U.S. interests in this crucial region. DRI also added a new cultural affairs officer position to better manage educational and professional exchanges and help develop democratic leadership in Turkmenistan.

In Tirana, the DRI political-economic officer, Stacie Hankins, assumed responsibility for an ever-increasing number of visiting officials. The Oklahoma native improved reporting on Albania's struggling banking sector, organized a major conference on government accountability and orchestrated the mission's observer program for national elections, all tasks that would have been difficult to accomplish without DRI.

Tirana also has a DRI health practitioner, Mary Murphy, who started saving lives on her second day at the post. That's when Ms. Murphy's neighbor and new boss rang her doorbell. There had been a motor vehicle accident

involving an American staff member and a Foreign Service National employee. The FSN had been thrown from the front seat to the back of the vehicle. Local people turned the car upright, pulled the two employees out and placed them on the ground next to the destroyed car. Both were in critical condition. Ms. Murphy worked with the embassy to ensure adequate care and follow-up for the FSN in Albania and in Greece and then escorted the incapacitated American staff member to a medical facility in Athens. Thanks to her intervention, both injured employees are expected to recover fully from their life-threatening injuries. Those who have seen the totally destroyed car can't believe anyone survived the accident.

Congress and the American taxpayer have a right to expect that the resources invested in the Diplomatic Readiness Initiative will result in safer, more efficient and effective U.S. Missions abroad.

People are at the heart of DRI. From Ashgabat to Yerevan, Kiev to Kampala and beyond, the skilled people hired through the initiative have already made a huge qualitative difference in U.S. representation abroad, saving lives, making missions secure, carefully screening visitors to the United States and bringing democratic practices to previously authoritarian political systems. And the program is only two years old.

The author is a Foreign Service officer working with DRI in the Bureau of Human Resources.

Finding Talent and Keeping It

By Christopher J. Hoh

Photo shoots in the Harry S Truman Building? Meetings on market research and "branding"?

Sounds more like some soap company than the stuffy old Department of State. Actually, the Department's new recruitment campaign involves these events and more. There's so much innovation in the campaign that industry professionals are taking notes to improve their own recruitment efforts.

It's no secret that the Department has worked for years to attract the best, brightest and most diverse talent. With the advent of the Diplomatic Readiness Initiative in fiscal year 2002, it began hiring at unprecedented levels, reversing the deep cuts of the 1990s and establishing a "float" for training.

The Department hired 1,780 new employees in fiscal year 2002 and 1,450 in fiscal year 2003, including Civil Service and Foreign Service generalists and specialists.

At the same time, management hired outside experts to research the Department's "market" and help refine its "brand." Their findings should help maintain the hiring momentum through DRI and beyond and should help find people who want a career in diplomacy and are suited to it. Some may not know it yet, but that's getting ahead of the story.

In phone surveys and focus groups conducted in 2002, market research concluded that the target audience has only a cursory understanding of the Department's mission and of the career options available. Members of the group generally hold a negative view of working for the government, but they regard State as different and more "prestigious." They perceive the work force as rather un-diverse.

And what do these talented potential employees find attractive as they consider career options? Key factors are pride in representing the United States and in performing meaningful work to shape the global community and protect national security. They are keen to join an inclusive and diverse work force, and they look forward to an exciting international lifestyle with exposure to new cultures and ideas.

The consultants and Bureau of Human Resources staff developed materials to appeal to their goals, refining them



Norris Bethea gets "touched up" for his 15 minutes of fame in a photo shoot.

Photo by Pecanne Jennings

with focus groups in 2003. Under the tag "Careers Representing America," the Department has revamped and revitalized its recruitment web site—

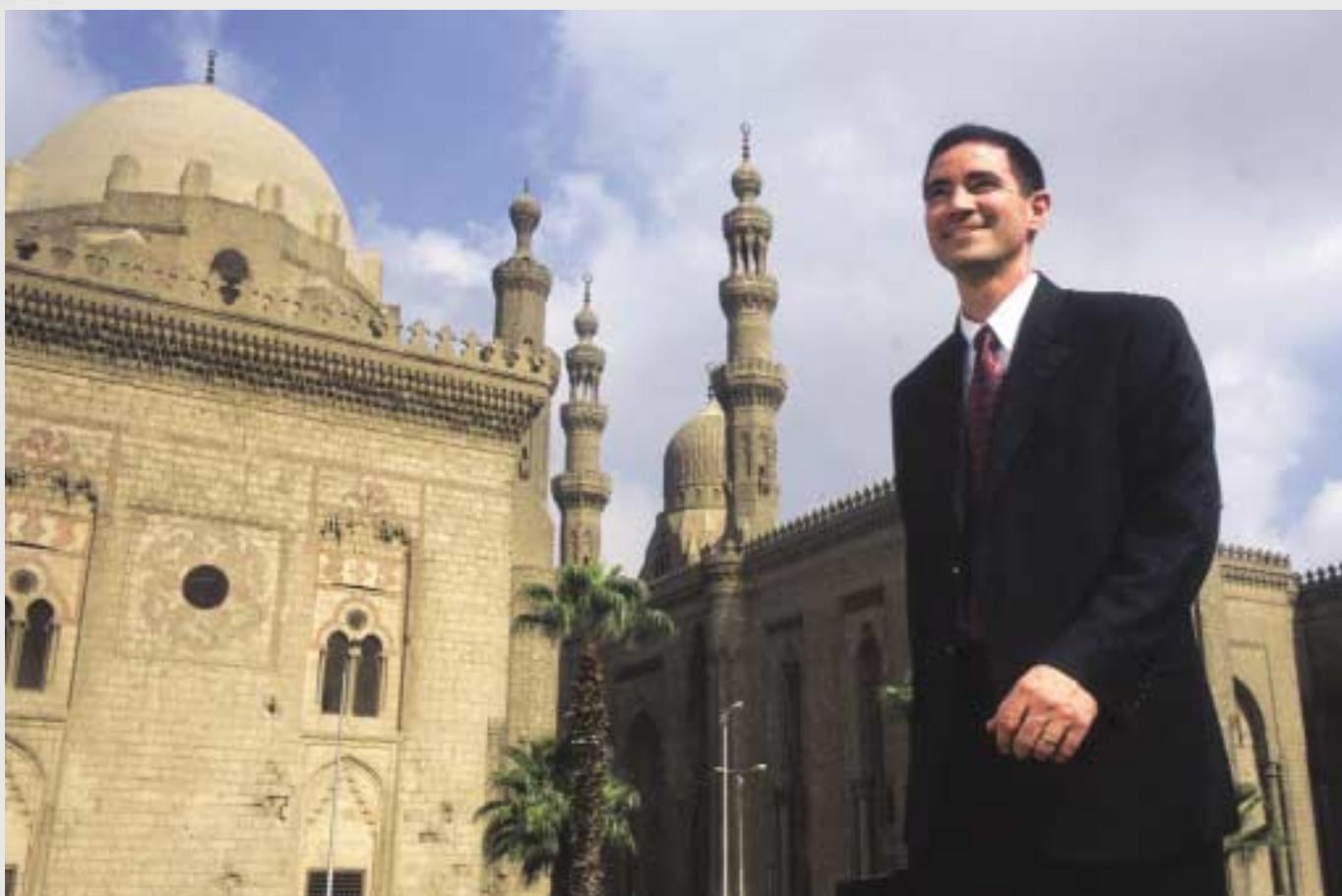


Photo by Athol Lewis

Vice Consul Michael Mussi poses for a recruiting campaign photo near a Cairo mosque.

www.careers.state.gov—and started placing print and radio ads in targeted areas. Whether it's a publication aimed at business managers, a music broadcaster who appeals to diversity candidates or a web site devoted to difficult languages, these ads will reach people underrepresented in the applicant pool and unfamiliar with opportunities the State Department offers. For those savvy about the Department's mission and work force, the web site will guide them through the options to a career right for them. All materials will reinforce the message about the attractiveness of a career at State.

Negatives are factors too. *State Magazine* readers know that people assigned overseas must often endure hardship, separation and even danger. Domestically, the discipline of safeguarding classified information, responding at any hour to foreign crises and upholding established U.S. government policy requires commitment beyond the normal eight-hour workday. Successful recruiting means ensuring that candidates come in with their eyes wide open, knowing that much will be expected of them. Research has found that child care, benefits, community service and other quality-of-life issues are important considerations as target recruits make their career choices. They can learn about them all via the easily navigated www.careers.state.gov site.

The faces and places used on the web site and in promotional materials depict actual employees at work, not advertising agency models. That's where the photo shoots come in. Similarly, Department recruiters—both Washington-based human resources staff and the senior diplomats in residence at targeted campuses across the United States—conduct outreach with information and materials to ensure that State puts its best foot forward.

To succeed, however, recruiting cannot be left solely to the professionals at job fairs and career days. Secretary Powell has said all employees are recruiters, doing their part to attract qualified candidates and help them understand what a State Department career offers. This strengthens the work force. In handling this responsibility, it's helpful to bear in mind the market research: our prime candidates want to take pride in representing America, help shape the global community, join a diverse work force, enjoy an exciting international lifestyle and experience new cultures and ideas. You can share your own insights with them. And you can rely on www.careers.state.gov to give full, current and interesting answers to their questions.

The author is a special adviser on the Diplomatic Initiative Task Force in the Bureau of Human Resources.

What's New at FSI?

By Barry Wells

As the training bureau for the Department of State, the Foreign Service Institute is responsible for providing the full range of training needed to carry out the nation's foreign affairs agenda.

There are four schools—the Leadership and Management School, the School of Language Studies, the School of Applied Information Technology and the School of Professional and Area Studies—and the Career Transition Center, with more than 700 direct hire and contract employees.

Besides the George P. Shultz Center campus, FSI operates satellite facilities in Warrenton, Va., for information technology professionals, and language field schools in Tunis, Taipei, Yokohama and Seoul. It also provides training at regional training sites such as Frankfurt and Ft. Lauderdale and at posts abroad.

The FSI curriculum, whether for language, leadership, political or consular affairs, is designed for adult learning. Students actively participate in the learning process and have the added advantage of learning in an environment that simulates the conditions where they may be working overseas.

Consular officers conduct simulated visa interviews at "Consulate General, Rosslyn," using the same equipment they will find at post. They even visit U.S. citizens at FSI's "jail." Information technology professionals learn their craft in facilities replicating those found at embassies and consulates. Role plays, case studies, field trips and immersion programs—from Baltimore to Hanoi—are integrated throughout the curriculum.

Secretary of State Colin Powell has made the importance of training very clear. The first annex he visited upon assuming office was FSI, where he insisted that training was central to the success of any organization, including the Department of State.

Surprised at the limited amount of training Department employees were taking to do their jobs, the Secretary insisted that leaders throughout the Department make training their people a central element of their responsibilities.

With training a vital component of the Secretary's Diplomatic Readiness Initiative, increases in new hiring

have caused the largest leap in demand for training in FSI's history. Once averaging 25 to 30 officers, junior officer orientation classes now approach 100 participants. Specialist and Civil Service classes have seen similar growth, requiring renovations to accommodate these new employees.

The mandatory leadership training initiative is one of the more far-reaching programs under Secretary Powell's leadership. Begun in May 2002, the initiative requires all Civil Service and Foreign Service employees in grades FS-01/GS-15, FS-02/GS-14 and FS-03/GS-13 to complete a one-week leadership course for their grade. Responding to the challenge, the staff of the Leadership and Management School designed the courses and has conducted leadership training for more than 2,000 employees to date. A new two-and-a-half-week leadership program—the Senior Executive Threshold Seminar—was introduced this year as well. All employees promoted to the senior ranks in the



Students in the Advanced Consular Course discuss biometrics.

Photo by Bob Kaiser

Department must complete the seminar within one year of promotion.

Linking with other learning institutions, the school has expanded its reach. In cooperation with the Army War College in Carlisle, Pa., a group of deputy assistant secretary-level participants from the Department attended a weekend-long seminar at Carlisle Barracks on strategic leaders adapting to the future environment. Members of the group continue to meet regularly to network and share information.

A new interactive LMS web site contains many new professional development resources, including an interactive bulletin board. LMS launched the Distinguished Leadership Lecture Series in 2002, featuring former

Secretary of State George Shultz. Secretary of State Powell spoke in 2003.

LMS also assists bureaus and posts with special on-site programs upon request, depending on staff availability. Recent activities have included off-site team-building exercises, retreats and on-site training programs in Havana, Guyana, Mauritania and Senegal and regional conferences in Bangkok, Gaborone, Santiago, Paris and Ft. Lauderdale.

When the current Senior Seminar concludes in June 2004, LMS will establish the Senior Seminars Division. This division will take the best of the nine-month-long Senior Seminar and offer stand-alone, shorter courses to senior employees from throughout the foreign affairs-national security community—a group for whom this type of training has previously not been available. Plans are already under way to offer a range of interagency seminars for senior officers on such topics as preparing and delivering congressional testimony, media skills for leaders, ethics and leadership, with more to follow. Security awareness training is at the core of FSI's mission. The crisis management division of the Leadership and Management School

and a web CD, and serves as a survival guide for the non-Arabic speaker. It has been made available to the Department of Defense to reproduce and distribute to personnel stationed in Iraq. SLS has just released the Language Learning Continuum, which provides guidance on language study throughout a foreign affairs career.

Recognizing its importance, FSI expanded the public diplomacy curriculum to 19 weeks, including a series of courses for cultural affairs, information and public affairs officers. Among these programs is a three-day course in basic public diplomacy skills for officers in other tracks.

In the post-9/11 environment, basic consular training has been expanded to 31 days from 26 days to include emphasis on counterterrorism, fraud detection, malfeasance and interviewing. An essential tool in border security is the ability to check a visa applicant's name against a database of persons known or suspected to be ineligible. Consular training launched Advanced Consular Name-Checking Techniques to help officers use these sophisticated systems developed by the Bureau of Consular Affairs. Regional consular leadership development conferences have focused on helping consular managers in the field lead their staffs through the recent changes in consular programs.

Technology is playing an increasingly important role in delivering training and is a significant "force multiplier." FSILearnCenter, an Internet-based, web-enabled system, gives employees and eligible family members worldwide access to all FSI-provided distance learning resources. They include nearly 3,000 commercial courses through the interagency FasTrac program, more than 36 custom-designed FSI courses and online collaboration tools that support virtually every language that FSI teaches. FSILearnCenter now has approximately 4,000 active users who completed 1,700 courses in fiscal year 2003.

As Secretary Powell has stressed, people are our most important and valuable resource. FSI's Career Transition Center—through the Overseas Briefing Center, the Retirement Planning Seminar, the Job Search program and various short courses—ensures that employees and their families have resources to help them navigate the sometimes rough waters of Foreign Service life. The center's most recent addition is the Foreign Affairs Life Skills Continuum, providing valuable guidance on training and development for employees, spouses and children.

As FSI Director Katherine Peterson says, "We have as many customers and stakeholders as there are employees in the foreign affairs community. And we work hard to anticipate and respond to their ever-changing needs for training and development."

The author is deputy director of the Foreign Service Institute.

Photo by Bob Kaiser



Making technology a handmaiden to learning, FSI uses distance learning, digital video discs and tapes in its programs.

has augmented security awareness with the introduction of an Intranet web site "Check Out the FAQ's About Crisis Management." The division conducts over 100 crisis management exercises at overseas posts annually.

Currently teaching more than 60 languages, the School of Language Studies has developed new programs to respond to emerging needs. Under the auspices of the post language program, SLS funded projects with \$1.2 million at 106 posts. Through these programs, previously underserved employees and family members now have access to language learning overseas.

In response to emerging language requirements, SLS developed the language portions of Afghan and Iraqi familiarization courses to support Enduring Freedom and Iraqi Freedom personnel. Its most recent program, "Basics of Iraqi Arabic," consists of a phrase book, an audio CD



Photo courtesy of Hoachlander Davis

'A' Bureau Seeks Quality Workplace

By William E. "Bill" Eaton

The quality of the work environment says a lot about an organization and its leaders.

It shows whether the leaders care about their employees. It shows whether there's a sense of pride, a sense of mission, a commitment to excellence. A quality workplace gauges an organization's effectiveness.

That symbolism is an essential ingredient of the State Department's mission.

With Secretary Powell's backing, we're upgrading the workplace with the standards of the new century. We owe it to our employees. We owe it to the thousands of Americans and foreign dignitaries who visit us daily. We owe it to our government to have Department facilities that reflect the pride we share in representing our nation and its global interests.

Great strides have been made during the past several years. For example, we've renovated the cafeteria in the

Harry S Truman Building, including a new serving area. The Delegate's Lounge near the C Street diplomatic entrance has been converted to a dignified, elegant public reception area and The Foggy Bottom, a concourse of employee services and shops in the Truman Building basement, opened in 2001.

A 10-year renovation of the whole building is well under way, with Old State and its Diplomacy Center, auditorium and conference center scheduled to open in 2005.

Some areas are already complete. Starting with the sixth floor, we're brightening the hallways with floor-to-ceiling color murals, new and dramatic signage and graphics, flooring and display cases. Outside, you'll soon see new entryways on all four sides and an esplanade along C Street to enhance security and improve the building's aesthetics.

Elsewhere, we've leased and renovated a high-rise, luxury office building in Rosslyn for the Bureau of Diplomatic Security and enlarged the child care center at Foggy Bottom. Plans for an expanded center at the Foreign Service Institute are in progress.

But these projects are just the beginning. Providing a quality workplace for our employees is one way the Bureau of Administration makes diplomacy work.

The author is assistant secretary of Administration.

Aging Structures Ready for Rehabs

By George Novinger

Like a renovating juggernaut, the Office of Operations, in the Bureau of Administration, is creating a modern, quality workplace for employees and visitors alike—one brick and drywall sheet at a time.

Most of the upgrades scheduled for completion by 2010 are in the Department's flagship Harry S Truman building. Improvements at Foggy Bottom and Rosslyn—as well as renovations brought about when the U.S. Information Agency and the Arms Control and Disarmament Agency were absorbed by the Department—account for the remaining work.

The \$900 million multistage project at HST will eventually modernize the entire building.

The project includes an expanded fire prevention system, new electrical, heating, ventilation and air conditioning systems and 21st-century communications technology—all sure to enhance safety. Other improvements include enhanced perimeter security, upgraded restrooms, a visitor's center, a museum of diplomatic history, the new Jefferson Information Center, an exhibit hall and a conference center.

Already, the Delegate's Lounge has been revamped and the corridors are being redesigned for easier navigation. Called the "wayfinding project," new signs and directions are being installed and attention-grabbing, themed murals will greet visitors. The sixth floor is almost complete.

The \$12 million Foggy Bottom project converted the building's basement into a mini-mall of shops, a bank and credit union, food court, post office and an upgraded fitness center.

Upstairs, partitions were installed in the cafeteria to provide privacy and a relaxed ambiance. The cafeteria was recently recognized as the best federal food service facility in the Capital area. When the renovation is completed this month, the cafeteria will feature a brick pizza oven, a barbecue grill and an expanded menu.

Across the street at Columbia Plaza (SA-1), State and the General Services Administration have completed a \$60-million renovation that includes state-of-the-art security and safety features, modernized offices, a recently expanded child-care center and a café.

To provide offices near HST for temporarily displaced workers, the Department is renovating SA-3, recently vacated by Diplomatic Security.

The Department is also planning to lease space on several floors of the nearby American Pharmaceutical Building, after it undergoes a major expansion. The location will bring former USIA staff closer to headquarters.

Across the river, State placed Diplomatic Security in a new, 28-story office building, SA-20. The Rosslyn, Va., location, leased in 2002, consolidates many Diplomatic Security offices and serves as the bureau's new headquarters. The location is near the Department shuttle route and Metro.

Plans for the George P. Shultz Training Center call for more classrooms and a new and expanded child care center. A temporary center has been operating for more than two years.

In New York City, the Department's U.N. mission will have a new home. Next June, the offices will be tem-



Photo courtesy of Bureau of Administration

The Foreign Service Institute's growth is best viewed from the air.

porarily relocated so that construction can begin on the current site. The project is expected to take two years.

State is also investing \$12 million to expand the Charleston Regional Center in South Carolina. The new office building, expected to be complete in April, includes an auditorium, a fitness center and a cafeteria.

Also, look for the reopening of SA-32 in 2004, the diplomatic pouch mail facility contaminated by an anthrax attack in October 2001. The Office of Operations managed the building's decontamination and reconstruction as well as waste disposal, fumigation and testing.

Working with GSA, the office turned a 40,000-square-foot building in southeastern Kentucky into a permanent facility to process applications for the Diversity Visa Lottery Program.

The project was completed in less than six months—on time and under budget. Another 20,000 square feet are being added to house offices and a computer room.

To accommodate growing missions and bureaus in Washington, D.C., the office leased 62,000 square feet at 2100 Pennsylvania Ave., renovating to suit three Department tenants—Overseas Citizens Service, Passport Services and Public Affairs.

The office also manages the Department's antenna program, a national network of rooftop and tower antenna sites. These radio systems support the Diplomatic Security field and resident agents in more than 20 cities. They provide critical radio communication for law enforcement and the Secretary's protection while he is traveling in the United States.

And an old movie theater became SA-15A after the office added some windows and another floor. Now the leased structure is a light industrial, mixed-use office building in the heart of Rosslyn. The Office of Medical Services recently relocated its filing and records operation there.

The author is special assistant in the Office of Operations.

Culture Shift Breeds Success for New Bureau

By Sandy Piech

In 2001, Secretary of State Colin Powell recognized the deplorable, unsafe conditions of many overseas posts and



Photo courtesy of the U.S. Embassy in Doha

Regional architecture and technology define the new chancery in Doha.

issued a call for change. That's when Charles Williams, a former general with the U.S. Army Corps of Engineers, became director of Overseas Buildings Operations, the new bureau created to meet the Secretary's challenge.

OBO provides diplomatic and consular missions overseas with secure, safe and functional facilities so the United States can carry out its foreign policies. It's a tough, critical job and now there's a new way to get it done.

The changes came quickly. OBO's talented staff, working with overseas posts, colleagues both in and outside the Department, Congress and the White House, launched—at least by State standards—a seismic transformation. The last two years at OBO have been remarkable.

The first order of business was to restructure the organization and begin management reforms. Planning became key and construction priorities became part of a long-range plan. Decisions were based on convincing cases. Employees were given performance goals and projects were reviewed each month by the director and senior staff to measure progress, problems and successes.

Eventually, a new culture based on leadership, performance and accountability emerged. Efficiency and economy are now achieved using a few but very flexible building designs that are adaptable to any site and compound. These plans, which are constantly updated to include improvements from previous projects, produce faster design and construction. They also give OBO greater quality control on highly complex projects.

Projects exceeding \$1 million get an added review to account for all expenses, ensuring that the government receives the best value for its money. OBO also chartered an industry advisory panel to evaluate the Department's business practices.

The results are in the numbers. OBO currently manages \$4 billion in projects, up by \$3.3 billion from \$0.7 billion in



Renovating SA-32 after anthrax contamination.

2001. More than \$2.6 billion is invested in 33 new embassies, \$720 million in rehabilitation projects and \$6.6 billion in 73 planned embassies. Funding shot up a record-setting 84 percent in 2002. By 2003, the bureau's funding was \$1.67 billion, 73 percent higher than in 2001.

Amazing numbers, but the real story is that thousands of diplomats and their families are safer. As each new, rehabilitated or strengthened facility is engineered with the latest security features, more Americans are placed farther from harm's way. New facilities were completed in Bogotá, Dar es Salaam, Doha, Kampala, Istanbul, Nairobi, Tunis, and Zagreb. Nine more embassies are planned for 2003, ten for 2004. So far, almost 1,200 security projects have been completed worldwide.

But without congressional support and resources, nothing would be possible. Director Williams and key staff have frequently testified on the Hill and kept representatives, senators and key staff members briefed. At the same time, staffs from the Appropriations, Foreign Relations and International Relations Committees have inspected the projects. The outreach paid off. Not only were partnerships and trust forged but the money rolled in.

Director Williams has visited 77 embassies and met more than 200 ambassadors, Marine guards, post personnel and their families. At home, outreach includes meetings with professional groups and other agencies. Working relationships with both Diplomatic Security and the intelligence community are now much closer. OBO also formed a council to encourage communication among agencies that use government facilities overseas.

This year, OBO was recognized for upgrading its complex computer systems to meet new security standards and in September received the Golden Shears award from the International Society of Value Engineers for saving money on building projects—more than \$208 million since 1988.

One way the office intends to save money is by allocating construction costs to the agencies using the facility, creating a powerful incentive to keep construction in proportion to the mission—"rightsizing," as it's popularly called. The practice will accelerate funding, reducing the estimated time to build 150 secure, safe and functional overseas facilities from 26 to 14 years.

Leased or purchased, OBO manages 15,000 properties valued at more than \$12 billion. These posts employ about 60,000 government employees from 30 agencies.

OBO's budget request for 2005 is \$2.44 billion—big bucks for a big job that's only beginning. More challenges are ahead and OBO is focused squarely on results.

Sandy Piech is a special assistant in Overseas Buildings Operations.

OBO Philosophy Embraces Security, Economy and Efficiency

By Charles E. Williams

The embassy bombings in the 1990s sparked an intense review of security at overseas posts. Security was so lacking that many posts couldn't even support their missions. In 2001, Secretary of State Colin Powell asked me to examine our foreign buildings operations, recommend improvements and serve as director.

After reviewing several government and private studies as well as completing our own investigation, the office launched a construction program unprecedented in U.S. government—constructing or rehabilitating facilities at more than 150 posts.

To ensure success, a new way of doing business was needed. Change from within, driven by policy and philosophy and tied to a new mission statement, would define the new effort.

"...to provide safe, secure and functional facilities for the conduct of U.S. diplomacy and the promotion of U.S. interests worldwide...in the most cost effective and expeditious manner possible," became our guiding principle.

return on investment before being approved.

And once approved, there's lots of oversight. Projects are tracked to ensure cost, schedules and quality meet customer requirements, with senior staff receiving monthly progress briefings. Furthermore, stakeholders are regularly brought together—the Department, other agencies and contractors—for forums to work out issues, share ideas and resolve problems. The reviews, which are now standard procedure, ensure an informed and cohesive project team.

Overall, OBO ties goals to the President's Management Agenda and the Government Performance and Results Act, so that everyone is contributing to the greater good of the organization. Accomplishments are reviewed every month.

These long-term changes have reenergized the organization with teamwork and professionalism without neglecting its short-term commitment: improving the safety and security of our employees abroad.

These are just some of the reforms aimed at improving OBO's ability to accomplish its mission, best measured years from now in safe, secure diplomacy.

Guided by performance, the bureau will continue to anticipate customer needs as it shelters America's diplomacy.

Charles E. Williams is director of Overseas Buildings Operations.



Delivering rooftop cooling towers.

Constructing the new Istanbul consulate.

To show we were serious, Foreign Buildings Operations became the Overseas Buildings Operations, a new bureau-level organization.

I charged OBO with achieving results and becoming fully accountable at every level to ensure that our stakeholders receive the best value for their dollar.

Right away, a performance measurement and awards program was established. Now, everyone in the office—from rank-and-file employees to division and branch chiefs—has objective, outcome-oriented goals to achieve. The program is modeled on private-sector productivity incentives.

With such an ambitious construction schedule, the office now has a six-year, long-range buildings plan—the first of its kind at the State Department. The plan focuses on mission requirements, establishes funding and priorities and is the centerpiece for our design, construction and operations work. It's also the primary way we communicate with stakeholders.

Assigning responsibilities for the four life-cycle phases of a facility—planning, design and construction, commissioning and occupancy—establishing a standard embassy design for faster delivery, better economy and duration; and tighter control of design and construction to produce efficient, functional buildings are among the major changes OBO has embraced.

Other innovations include scheduling quarterly meetings with industry leaders to share ideas, technical developments and new ways of doing business. Also, all projects must have a compelling business case with a sufficient



The State of State's Information Technology

By Mary Swann

"The success of U.S. diplomacy depends in no small measure on whether we exploit the promise of the technology revolution."

Secretary Powell

Remember the Wang? There was the thrill of getting them and then the agony of getting rid of them.

Well, that's history.

Secretary Powell has changed State's IT landscape forever. He envisioned a state-of-the-art communications system for the Department and was prepared to invest the resources to achieve it.

He trusted his in-house IT staff to get the job done. The enormous job was well defined: provide more than 260 missions and consulates worldwide with sensitive but unclassified Internet access and install classified access at every post approved by Diplomatic Security.

The Bureau of Information Resource Management formed teams to accomplish these tasks. The bureau developed innovative solutions such as virtual private networks—dedicated lines over the Internet—and tight acquisition and delivery schedules. Cyber-security was critical to protect what was being built. Antivirus, network intrusion detection and firewall staffs monitored and checked the enterprise for potential predators. Last year alone, the bureau logged more than 320,000 attempted attacks and remains vigilant on this front.

Today, thanks to the work of many IT professionals behind the scenes, the Department enjoys a reliable, robust and secure infrastructure that serves U.S. foreign policy. IRM is capitalizing on these advances and is moving forward with the Department's aggressive IT agenda.

Most recently, the bureau reorganized to meet these challenges and opportunities. Every step of the way, the IRM

IT Advancements

More than 43,500 desktops with access to the Internet

224 posts connected through the Classified Connectivity Program

An aggressive schedule to authorize the Department's systems and sites during the next 36 months

All OpenNet Plus desktops worldwide are connected to the Open Sources Information System and all classified desktops are now connected to SIPRNET; more than 30 embassies and bureaus are reporting directly to the classified web through their SIPRNET web sites.

An \$84-million annual program, known as GIT-M—for Global IT Modernization—to keep PCs current

Modern emergency wireless communication

Modern mainframes

An upgrade of all secure telephones

A commitment to merge PDNET and OpenNet Plus by March 2004

Joint enterprise architecture with USAID

team combines customers' needs with the advancements technology offers to form a full partnership that benefits everyone. The bureau created chief knowledge officer and chief technology officer positions to assist employees in doing their jobs.

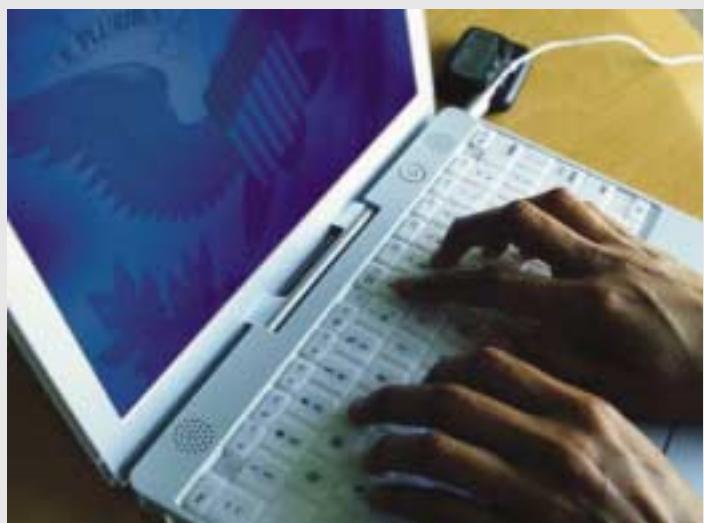
A quick look at the scorecard shows the recent IT advances: more than 43,500 desktops are connected to the Internet through OpenNet Plus; 224 posts are connected through the Classified Connectivity Program system. Working closely with Diplomatic Security, IRM has already "authorized" one third of the Department's systems and sites and will complete the task in the next three years. All OpenNet Plus desktops worldwide are connected to the Open Sources Information System and all classified desktops now connect to SIPRNET. More than 30 embassies and bureaus are reporting directly to the classified web through their SIPRNET web sites.

IRM has an \$84-million annual program to keep PCs modern and up to date. The bureau now has modern emergency wireless communication and modern mainframes. It is upgrading all secure telephones and is scheduled to merge PDNET—the public diplomacy network—and OpenNet Plus by March 2004. IRM is also creating joint enterprise architecture with the U.S. Agency for International Development.

In less than three years, the Department's IT professionals have recaptured infrastructure ground lost over the

preceding two decades. The real test is to keep abreast of technology and use it to keep the lead in global diplomacy: economic and political reporting, public diplomacy, border security, administration and human welfare. These new demands will require additional bandwidth.

Once, employees considered e-mail a luxury. Now they depend on it for daily communication, often in lieu of sending a cable or calling on the telephone. In a typical day, well over a half million e-mails are sent within the Department.



The days of typing a cable with carbons gave way to Cable Xpress. Now, plans are under way to replace the World War II-vintage telegram system and the current e-mail system with SMART, a single, integrated messaging system that will be smart, simple, secure and—most important—user-driven. SMART will not only unify messaging, it will store all messages in searchable repositories, allowing users to access and share information worldwide (see *State Magazine*, January 2003, for a discussion of SMART).

key player in government-wide IT authentication efforts. WebGram, an online tool to supplement access to official diplomatic message traffic, can be accessed from desktop PCs rather than through Cable Xpress. ALDACs are now available on the system's portal page as well. Just click on ALDACs and view them. The bureau urges all employees to try out these new features and welcomes customer feedback.

The innovation won't stop here. The Department's IT professionals will continue to look for new ways to help everyone do a more efficient and more effective job.

The author is public affairs officer for the Bureau of Information Resource Management.



In 1999, only 20 posts had classified e-mail connections. Now, 226 DS-approved posts have classified access. OpenNet Plus is available on desktops worldwide. Building on this success, IRM is committed to a modernization program that will ensure regular updates of IT equipment and software on a four-year schedule.

The bureau is in the final stages of testing a class of personal digital assistant—PDA—that will meet the security needs of the Department and put a valuable communication tool in managers' hands wherever they are. IRM is a

By Bruce Morrison

The Bureau of Information Resource Management recently held a slogan contest and chose "Keeping Our World Connected." I can think of no better description of the role IRM plays in our fast-moving international affairs community.

The Department is in better shape with information technology and communication than I have seen in my 25 years with the Foreign Service. But as all of us know, IT doesn't stand still. Technology is constantly evolving, changing and providing new ways and new tools to do our jobs more efficiently.

To keep our edge, the Department must constantly push toward new technology and make sure all employees have the tools needed to do their jobs.

The recent decision to move to Global Information Technology Modernization has created an appropriate acronym. To meet our challenges, we have to GIT-M daily. We are prepared to do just that. ■

The author is acting Chief Information Officer.

Department Debuts New EER Form

By Robert F. Godec

The history of performance evaluation in the State Department includes some remarkable moments.

In the late 1940s, Department supervisors evaluated a Foreign Service officer's performance using a set of descriptive phrases. For example, a supervisor had the option of describing an officer as "a leader in a group of mature men" or as someone who "does not wear well as one knows him better."

As recently as the late 1960s, employees were not permitted to see a special "confidential" section of their evaluation. In that section, supervisors could comment on any aspect of an employee's performance or life, from his or her choice of sports to the representational skills of a spouse.

How far we've come.

Even so, the Bureau of Human Resources is working continually to improve performance evaluation. The goals are fairness, transparency and effectiveness. The Employee Evaluation Report, or EER, has seen many improvements over the years. And now, in consultation with the American Foreign Service Association, more are under way.

The latest EER form for Senior Foreign Service and FS-01 tenured employees made its debut Sept. 30, when it became effective. The new form has significant innovations. They include having rated employees describe their accomplishments in a lead-off, one-page essay; providing raters with a single essay to evaluate an employee's performance and potential based on six core competencies; giving reviewers less space but still an opportunity for a second assessment of performance and potential; and making the final statement for rated employees optional.

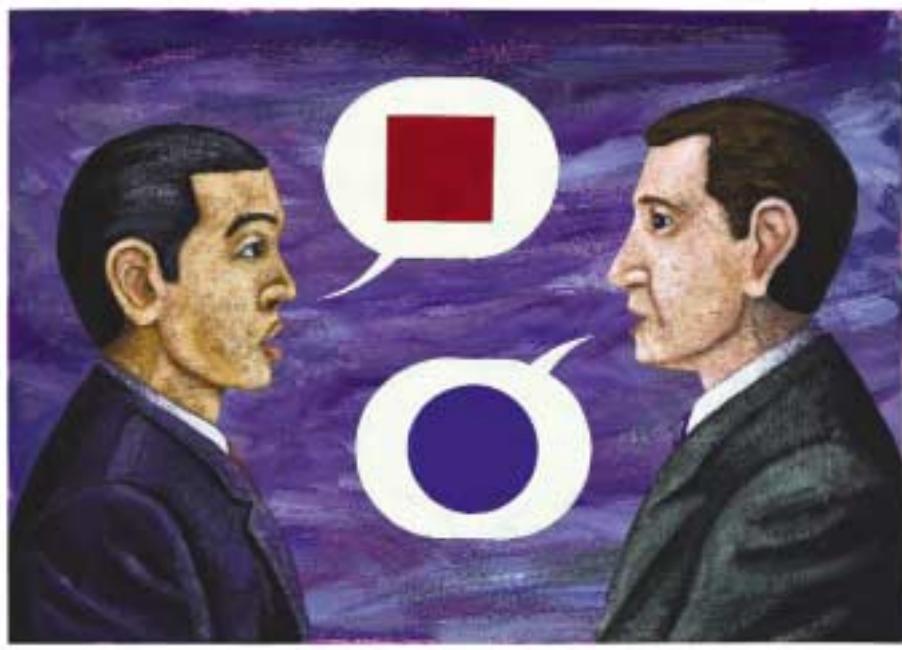
Perhaps the biggest change is the new section for rated employees to describe their accomplishments. This innovation is consistent with "best practices" in business and academia. It increases employees' contributions to the process and allows selection boards to evaluate directly an employee's intellectual and communication skills. It also reduces the employee's dependence on a supervisor's writ-

ing skill and encourages focusing on what has been achieved. It should reduce the number of "over the top" adjectives and adverbs.

Giving employees the "first word" in the new EER should encourage a more honest and sustained dialogue on performance between employees and raters during the entire rating period.

The new form should reduce the drafting demands on raters and reviewers. Department managers today are faced with a myriad of challenges. To respond to these challenges, managers must be effective and efficient. The new EER should reduce the burden on busy supervisors while improving their ability to manage employees. The result should be a better EER that identifies employees whose performance merits recognition.

The new EER will be used on a pilot basis for one year. Once a full evaluation cycle has been completed in mid-



2004, the Department and AFSA will seek employees' comments and review the results. If the new EER achieves its goals, it may be extended to all tenured employees. ■

The author, now director of the Office for Iraq Reconstruction, wrote the article while detailed to the Office of Performance Evaluation.



Photo by Paul Koscak

Retired Foreign Service Officer Doug Ryan, right, confers with Ernie Jackson, Raytheon's international business development representative.

Corporate Experience Has Much to Offer

By Doug Ryan

There's no substitute for experience. Having spent a year at Raytheon on a one-year corporate training assignment arranged through the Bureau of Human Resources and the Executive Council on Diplomacy, I can say that there's a lot that we can learn from a corporation.

I applied to four companies—Raytheon, Gillette, Fidelity and Welch's. I felt a post-9/11 pull toward Raytheon, a defense electronics company, and welcomed the chance to work for the firm's Network Centric Systems business in Marlborough, Mass.

Like many Foreign Service officers, I helped U.S. businesses abroad and promoted public-private sector collaboration throughout my career. But developing sound policy isn't enough. Government needs business to help implement policy. Implementing counterterrorism policy, for example, requires the government to set rules and regula-

tions, plan budgets and procure goods and services from the private sector. There are some tasks, however, that only business can do.

We don't fully know the technological "solutions" now available to add security in the transportation sector, ports, airports, borders, communications networks and command and control operations centers. It is a relatively new marketing area for technology companies and a nontraditional business area for defense firms. The challenge is for the players—government and business—to share requirements and solutions.

Raytheon staff introduced me to their businesses and strategies at planning meetings for the Asian, Middle Eastern, European and Canadian markets at their offices in Calgary, Los Angeles, Tucson and Rosslyn, Va. These offices manufacture and coordinate business development for missiles, electronics systems and sensors. Northern Virginia is the company's base for homeland security business and its international businesses that coordinates the work of its country managers around the world.

I was impressed with the range of products made by Raytheon and its ability to integrate complex systems. Engineers apply their talents in competition with engineers from other large firms, advancing technology to win business. Big companies like Raytheon have advantages of scale, extensive manpower, capital and equipment devoted to research, development and marketing.

I was surprised at the firm's willingness to work as needed with innovative, agile and competitive small research and high-tech companies eager to use the large company's distribution networks. But I was most surprised to see large and small competitor companies form teams to emphasize their product strengths and compete for business against other similar teams. If that environment wasn't dynamic enough, Raytheon was also influenced by its own blend of "legacy" corporate cultures after its mergers with Hughes, JPS, Beechcraft and others.

Then I encountered a new business, Raytheon Homeland Security. Here I had a chance to do what Foreign Service officers do, by following policy developments in the Group of 8, United Nations organizations and regional organizations like the Association of Southeast Asian Nations and the Asia-Pacific Economic Cooperation. Raytheon's Homeland Security business and other companies participated in APEC's Secure Trade in the APEC Region initiative in Bangkok in February. This time I was sitting on the business side of the table, interacting in small meetings, at an exhibition and during the company's participation in a technology seminar. The goal was to connect suppliers of counterterrorism technology solutions with international counterterrorism efforts, and it succeeded.

There was a lot to learn beyond official Washington or the embassy scene about corporate values, efficiency, talent and competition. It was a great reality check to see how



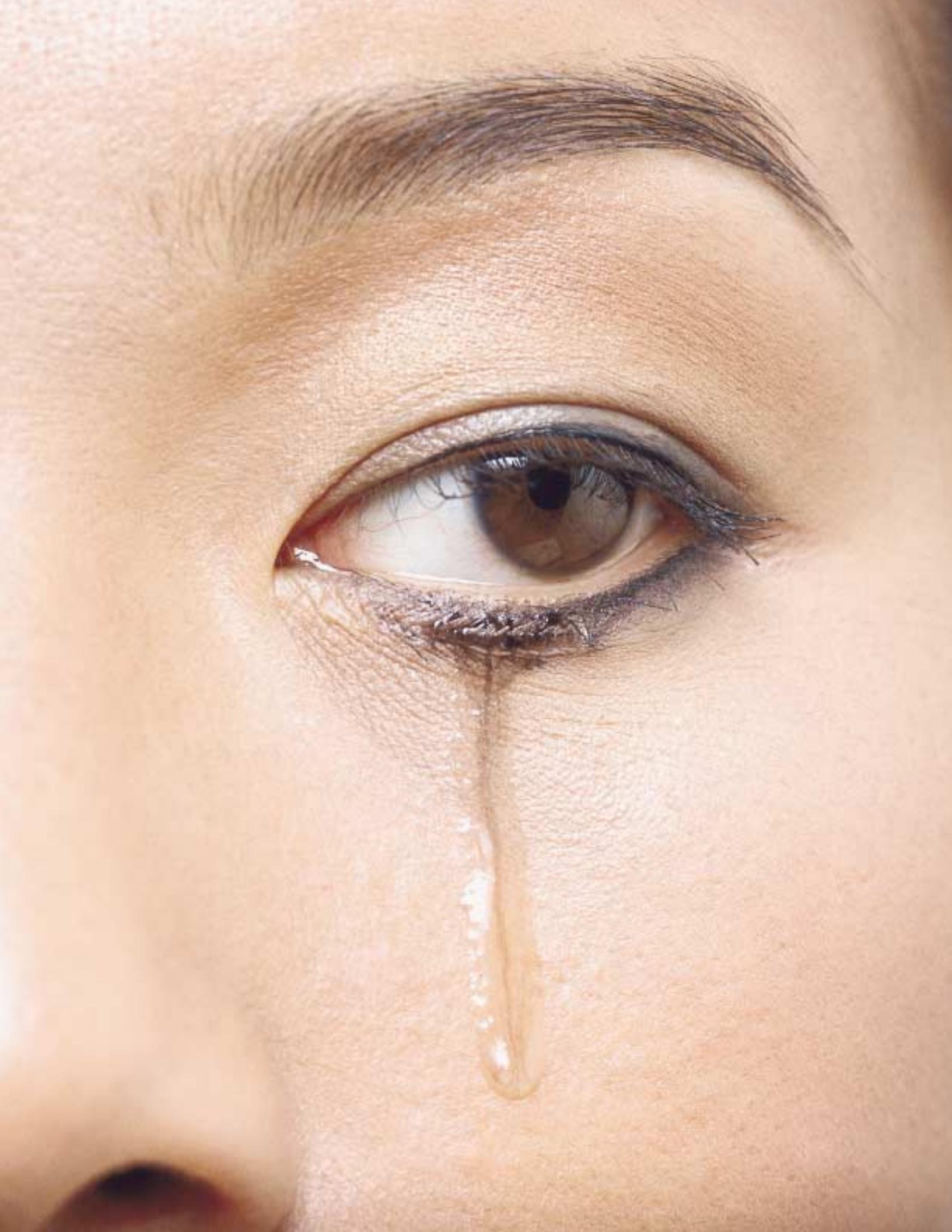
"The challenge is for the players—government and business—to share requirements and solutions."

companies develop business in an intensely competitive environment where most clients are governments. Advocating for business and public-private partnership looks different to me now.

We shouldn't underestimate our knowledge of how the public sector works, what our colleagues in Washington agencies and overseas do and how to reach them and take advantage of their knowledge. This past year was useful not only for what I learned but for what I contributed. Throughout the year, different businesses in Raytheon asked me to locate the right contacts in government or more information about bidding procedures or updates on ongoing projects. In several cases, I offered useful background information on cross-border threats, drug interdiction technology and security business opportunities at international organizations.

All in all, it was a productive experience both for me and for the company and an assignment that I would highly recommend. For more information about the Corporate Placement Program, contact Maryanne Thomas in the Bureau of Human Resources at (202) 647-3822. ■

The author recently retired from the Foreign Service.





innocence LOST

19 Nations to Combat Child Sex, Slave Trade

By David Burger

Anna, a 13-year-old girl from Albania, is typical of the children fueling the sex-slave industry. Sexually abused by her father, then sold to Belgrade traffickers for \$300, she eventually ended up in London where she was resold for \$8,000 and forced to work as a prostitute, servicing as many as 30 men per day. An adult co-worker at the brothel tipped off police who liberated Anna and imprisoned her tormentors.

Anna's story isn't unique and few have such fortunate endings. Impunity fuels the slave trade in many parts of the modern world.

To increase awareness among governments, law enforcement, the media and the public, the State Department sponsored a conference in Helsinki on child trafficking and slavery. Nineteen countries were represented. Rather than a diplomatic exercise, the gathering focused on results—tougher legislation, interdiction and victim assistance. Speakers ranged from a former Scotland Yard senior officer, who offered insights on traffickers, to the former editor of *Ladies' Home Journal*, who shared strategies on getting media coverage.

The conference's profile was raised by the presence of two presidents, a prime minister, a deputy prime minister, a Canadian senator, a U.S. congressman, a Duma representative, an American under secretary of State and other high-ranking officials from mostly

Baltic and Scandinavian nations. In all, the conference drew more than 150 participants.

One conference goal, media attention, was immediate. The BBC and CNN devoted special programs to the event and there were 22 newspaper articles in Finland alone.

The event inspired Latvia and ministers of the Council of the Baltic Sea States to consider regional plans to combat child trafficking. Finland's justice minister is calling for stronger penalties for trafficking and related crimes.

Both Secretary Colin L. Powell and President George W. Bush have condemned human trafficking.

"It is appalling and morally unacceptable that hundreds of thousands of men, women and children are exploited, abused and enslaved by peddlers in human misery," the Secretary proclaimed in unveiling the State Department's 2002 Trafficking in Persons Report.

President Bush, in his September address to the United Nations General Assembly, called child trafficking "a special evil in the abuse and exploitation of the most innocent and vulnerable. The victims of the sex trade see little of life before they see the very worst of life."

The United States already has taken steps to prosecute both the suppliers and customers of child sex. This year, the President signed the Protect Act, making it a crime for anyone to enter the United States or for any American to travel abroad to pursue sex with children. And under the Trafficking Victims Protection Act, the United States is using sanctions to motivate governments to crack down on the lurid commerce. ■

The author was the political/labor officer at the U.S. Embassy in Helsinki. He's now preparing for an assignment in Ankara.

*Right: Satellite image of Hurricane Fabian as it heads toward Bermuda.
Below: A small boat is pounded by the waves as Fabian makes landfall.*



Photos courtesy of Reuters

Diary of a Hurricane

Hurricane's Fury Tests Consulate's Mettle

■ By Carrie E. Reichert

While Washington's brush with Hurricane Isabel in September attracted headlines and live network coverage, the hurricane that smacked squarely into Bermuda hardly drew a mention in the States.

But for those of us who felt Hurricane Fabian's fury firsthand Sept. 5, it was an experience we won't soon forget.

At first, Fabian was a tropical storm 200 miles from Bermuda. But as it moved closer with each day's weather

report—150, 75, then 15 miles—residents of this 22-mile-long island resort took notice—and then cover.

It was no different for U.S. Consulate staff.

Maintenance workers Arthur Robinson and Hans Peter Roser boarded up residence windows, closed shutters, secured loose items and delivered generators. They tested the large diesel generators at the consulate and at Consul General Denis Coleman's residence.

Mr. Coleman and Jill Esposito, a security officer, met with U.S. Customs and Border Protection to coordinate communications. I contacted the U.S. Embassy in Nassau, a hurricane-prone post, for advice. Remove everything from roofs, they told us. But we were unable to remove the antenna. Inside, computers were placed on desks and covered with plastic sheets. The consulate's server was shut down.

Americans on the island kept calling for guidance. We told them to keep in touch with their airlines and monitor the Bermuda weather service. About 3,000 tourists fled, but another 1,000 remained. They either chose to stay or were stranded when the approaching hurricane cancelled their flights.

As the winds were starting to kick up, I met Jill at the consulate to secure computer tapes and shut down the remaining servers. After one final walk around the consulate to ensure that everything was turned off and stashed, we did one final test of our radios before going home to ride out the storm.

By mid-morning the wind intensified and the rain began. Most of the island had lost power by early afternoon. By 4 p.m., a broken generator knocked Bermuda emergency radio off the air. As a result, we couldn't get vital hurricane information—location, wind speed and predictions about when it would blow over. Remarkably, most telephones worked, so I was able to call friends and family in the United States who knew more about what was happening in Bermuda than we did. A friend in Boston told us the winds were sustained at more than 120 mph for three hours with gusts of 150 mph and that Fabian's eye had passed over the island's west end.

Sitting in my house with a friend and my cat amid the increasing darkness, I felt relatively calm. Occasionally, we'd venture out to the front porch to take pictures and view the broken bushes and trees. Later, I heard a muffled thud. Peering around the corner of the house, I was amazed to see that the 6-foot-high by 30-foot-long brick wall separating my yard from my neighbor's had tumbled into my yard, crushing a row of hedges and narrowly missing my car. I was surprised to find myself looking at a swimming pool I didn't even know was on the other side.

The duty-officer cell phone rang constantly. Several television stations called for phone interviews with Mr. Coleman, our deputy principal officer, on leave in Virginia, who called to check on us. Our only entertainment was listening to Customs and Border Protection staff transmissions describing damage: destroyed roofs, broken windows and boats blown onto land. Sadly, three Bermudan police officers died when their car was washed off the causeway, the only bridge connecting the main part of Bermuda to the east end and the airport.

At dawn, the cleanup began. By mid-morning, Bermuda radio was back on the air and callers reported widespread

damage. Arthur Robinson and Hans Peter stopped by to start my generator and check on damage. While most consulate residences sustained minor damage, I counted 18 houses nearby with part or all of their roofs missing. The duty phone continued to ring—a father inquiring about his son and stranded Americans demanding to know when the airport would open so they could go home.

Since Bermuda radio urged people to stay off roads blocked by fallen trees and downed power lines, it wasn't until Sunday afternoon that I visited the consulate. For a historic residence turned into an office building, it was surprisingly unscathed. Aside from a leaning fence, downed trees, strewn garbage and a missing roof antenna (the one that couldn't be removed), the place was in working condition and even had city power. Within an hour the servers were up and connected to Washington.

The south shore beaches and resorts, airport, causeway and St. George's were hardest hit. A month later, the air-



Some of the damage left in the aftermath of Hurricane Fabian.

port was operating only day flights and causeway repairs continued around the clock. The storm killed four people and caused more than \$350 million in property damage.

Slowly, life returned to normal. Even the foliage in my yard is regenerating.

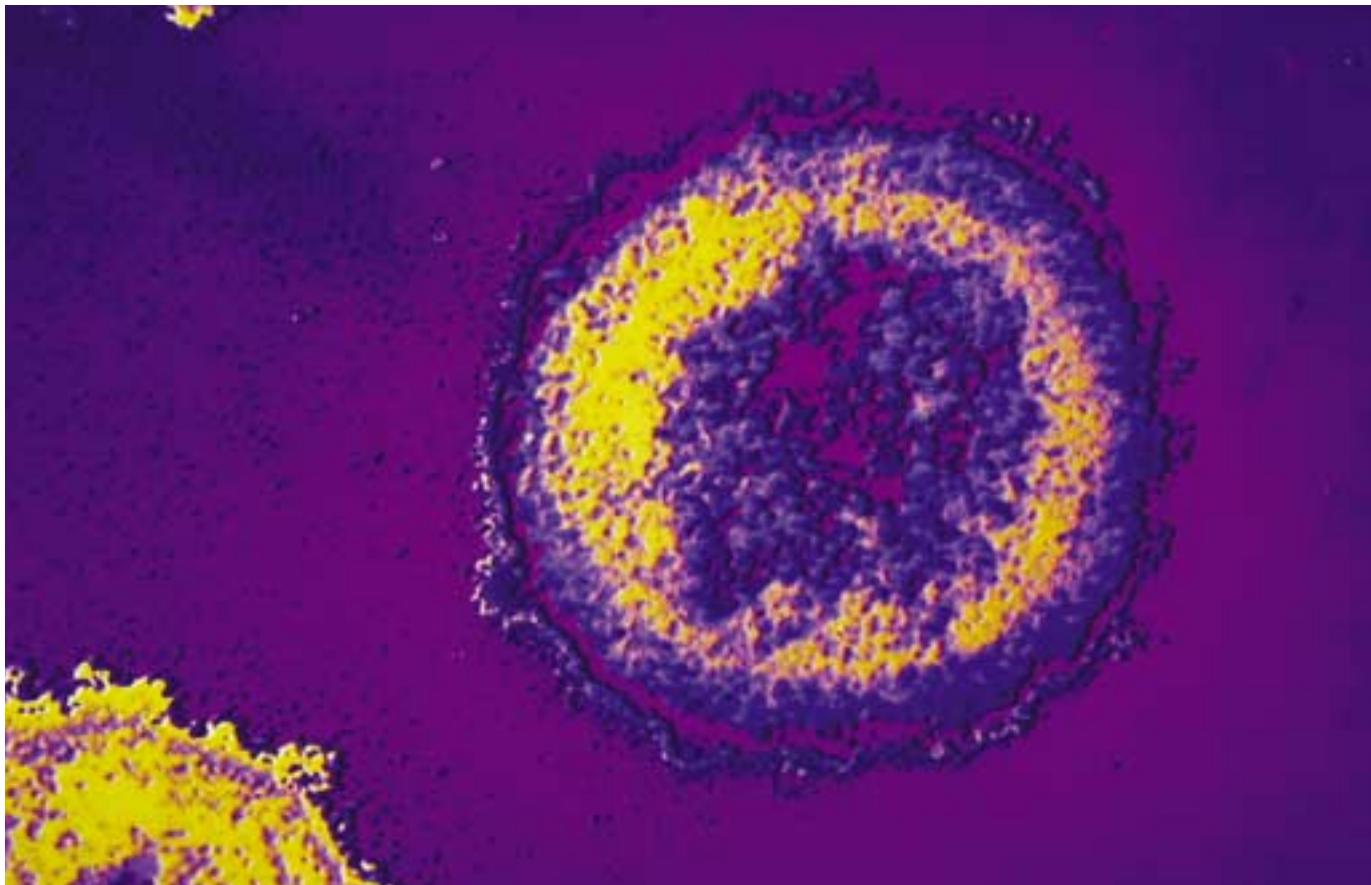
In a staff meeting, we discussed what went right. Our radio net was fully operational. The computers and servers were shut down. Current and backup computer tapes were stored off-site. Everything possible was removed from the roof. Windows were either shuttered or boarded.

Should another hurricane ever threaten Bermuda, we'll be ready. ■

The author is a consular officer in Bermuda.

Photo by Carrie Reichert

Joining the HIV/AIDS Battle



By Dr. Larry Hill

The figures are staggering.

Forty-two million adults and children on the planet were living with HIV/AIDS at the end of 2002. Sub-Saharan Africa was home to more than 29 million of them, in contrast to the 980,000 infected in North America. Nearly 2.5 million Africans died of the disease in 2002 while 3.5 million new cases were reported. Three million African children live with HIV. In Botswana, nearly 40 percent of adult citizens are HIV positive. The figure in Zimbabwe is about 34 percent, in Swaziland just over 33 percent, in Lesotho 31 percent and in the United States 0.6 percent. AIDS has orphaned 12 million children in sub-Saharan Africa alone.

In comparison to these mind-numbing statistics, SARS, so far, has infected 9,000 persons and killed fewer than 1,000.

The world has not seen an epidemic like HIV/AIDS in centuries. And, sadly, the worst days lie ahead, not behind us. A huge percentage of those with the virus are both symptom-free and ignorant of the catastrophe soon to befall them. The average life span in many of the countries of southern Africa—now estimated to be above 60 years—is predicted to fall to below 40 years.

But all is not hopeless. In Uganda, the prevalence of HIV has dropped dramatically, thanks to concerted prevention efforts and strong political will. Other African nations, too, are beginning to see their curves level off, if not actually turn down. Some, like Mali and Senegal, continue to have prevalence rates not much worse than the developed world.

Most important, medical science is making strides. Take the introduction of highly active anti-retroviral agents—or ARVs. For those who can afford them, ARVs have changed

AIDS from a rapidly fatal disease to a chronic one with relatively good health a reasonable expectation. The price of the drugs, previously far beyond the budgets of citizens or governments of Africa, has lessened markedly. While still costly compared to meager African incomes, these miracle medicines are certain to become more affordable and available in the near future.

U.S. Embassies in the heart of the epidemic are, of course, not immune to its ravages. No one knows precisely how many co-workers—and their family members—are infected, since HIV status is, for obvious reasons, closely guarded. But the disease's prevalence in the embassy community probably does not differ greatly from that of the general population. Embassy employees may be better educated and more affluent than their neighbors, but neither education nor affluence guarantees behavior that lessens the chance of infection.

The State Department and its missions are tackling the epidemic head-on. At the U.S. Embassy in Pretoria, Dr. David Allen, with the Centers for Disease Control and Prevention, and the Department's Dr. Jaime Suarez collaborated on an HIV in the workplace policy. In July 2001, it became the model for the Department's global policy. The policy addressed HIV/AIDS prevention, education, confidentiality and access to treatment and care. It ensured that no Foreign Service National employee or applicant would be HIV-tested as a condition for getting or keeping a job.

Education and prevention were the highest priorities. Nearly three years ago, embassies in Maseru, Pretoria, Windhoek and Maputo organized mission-wide AIDS awareness events, chaired by the ambassador and attended by their entire staffs, FSNs and Americans alike. Most missions in sub-Saharan Africa and many in other countries launched similar awareness programs to help their employees and family members understand the nature of the epidemic and the simple, straightforward methods to avoid infection.

Health fairs emphasizing HIV but informing attendees about other life-threatening conditions such as high blood

pressure, diabetes, malaria and heart disease have been staged at missions in Nairobi, Antananarivo and Kigali. Around the globe, posters adorn chancery halls and condoms for both men and women are available in restrooms. Experts speak to staffs about the clinical illness and its social, cultural, legal and economic consequences. U.S. diplomats, acting on the instructions of the President and Secretary of State, have offered their good offices to help developing countries respond to the catastrophe.

But more than education was needed. The existence of

ARVs led many missions to conclude it was morally and professionally unacceptable to deny employees access to these life-sustaining drugs. In developed nations in Europe and the Americas, host country governments guaranteed access. This was not the case in Africa and other developing nations. In 2002, the embassy in Kampala led the way by sponsoring a program to supply ARVs to any employee who required them. Other posts followed suit, notably Pretoria, Maputo, Kigali and Jakarta. Others are in the process of ensuring that the local medical infrastructure can handle distribution and monitoring of the drugs before rolling out their own programs. Some posts recognize that the local infrastructure is not yet capable of distributing and monitoring the drugs.

A scourge unique in the history of the planet confronts the world and the U.S. Foreign Service. While the numbers are grim and may even worsen in the short term, they will

eventually improve.

As Nelson Mandela said at the International AIDS Conference in Durban, South Africa, in 1991, "AIDS is clearly a disaster, effectively wiping out the development gains of the past decades and sabotaging the future. Let us combine our efforts to ensure a future for our children. The challenge is no less." ■

The author was the regional medical officer at the U.S. Embassy in Pretoria.



"The existence of ARVs led many missions to conclude it was morally and professionally unacceptable to deny employees access to these life-sustaining drugs."



Photo courtesy of Hazel Thomas

Hazel Thomas, center, discusses the speech contest in Durban with two other contestants.

Madam Speaker

By Dave Krecke

Death, snakes and public speaking are, according to psychologists, Americans' greatest fears.

You can knock one of those fears off Hazel Bland Thomas's list. The Office of Caribbean Affairs employee isn't the least bit afraid of speaking before groups. A member of the Shiloh chapter of International Training and Communications (formerly International Toastmistress Clubs) for the last 13 years, she recently won public speaking competitions at the chapter, council and Blue Ridge regional levels.

Those victories qualified her to travel to Durban, South Africa, as one of 20 contestants in the organization's annual international public speaking competition. No member of her chapter had ever gone beyond the council level.

Ms. Thomas's eight-minute speech—"Fortitude or Lack of Focus?"—earned her a place in the finals in Durban, although she didn't win the competition. She talked about losing her position as a business development specialist when she refused to do something unethical and the lessons she learned prior to joining the Department eight years ago.

Ms. Thomas credits her mother, Ruth Bland, with developing her confidence in public speaking at an early age. A gifted writer, Mrs. Bland wrote and directed holiday plays for the family's church in Cape Charles, Va., a small town on the Eastern Shore. Hazel fondly remembers how performing in those plays made her feel at ease before groups.

Public speaking and training are themes that run throughout Ms. Thomas's professional life. She worked in the office of the District of Columbia's Deputy Mayor for Economic Development as a speechwriter and served as the community liaison officer at the U.S. Embassy in Lagos, where she was stationed with her husband, an officer with the U.S. Agency for International Development.

Though she didn't have as much time as she would have liked to travel in South Africa, Ms. Thomas enjoyed the opportunity to meet people there. "I was impressed," she says, "with the way South Africans—black, white and Indian—appear to be building bridges towards each other. It seemed that the spirit of Nelson Mandela had been an inspiration to all South Africans."

Ms. Thomas is building bridges herself within the Shiloh chapter of the organization by sharing her experiences and coaching fellow members in the art of public speaking. ■

OBITUARIES



Agnes McGarry Carroll, 97, a retired Civil Service secretary and widow of Foreign Service Officer Thomas P. Carroll, died Sept. 1 in Washington, D.C., of heart complications. She came to Washington in 1933 with her husband. They met while working on Franklin D. Roosevelt's presidential campaign. She accompanied him on postings

to New York City, Rome, London, Ottawa and Tehran. She joined the Department in 1965 and served as a secretary in the Bureaus of Human Resources, East Asian and Pacific, and Western Hemisphere Affairs. She retired in 1983.



Dr. Eben H. Dustin, 80, former director of medical services for the Department of State and Foreign Service, died June 13 in Warner, N.H., of Alzheimer's. Dr. Dustin joined the Department in 1955 and served as regional medical officer in Afghanistan, Liberia, Laos, Austria and Vietnam. He was one of the last U.S. Embassy employees

to be evacuated by helicopter to the USS Okinawa after the fall of Saigon. He was named deputy medical director in 1978 and became director of medical services in 1984. He retired in 1988 and worked briefly as a consultant to the Department. He enlisted in the Army during World War II and later served as a flight surgeon during the Korean Conflict.



James Douglas Hall, 73, a retired Foreign Service staff officer, died Aug. 14 of a pulmonary embolism at his home in Ashburn, Va. He joined the State Department in 1954 and served in Phnom Penh, Paris, Tehran, London, Santo Domingo, Helsinki, Berlin, Ottawa and Washington, D.C. He retired in 1981. After retiring, he worked

as a contractor with the multinational peacekeeping force in the Sinai and with Diplomatic Courier operations at Miami International Airport. Before joining State, he served in the U.S. Navy.



William J. Mason, 82, a retired communications specialist, died Aug. 30 in Northern Virginia. He joined the State Department in 1948 and served in Helsinki, Asunción, London, Vienna, Mexico City, Ankara and The Hague. He retired in 1973.



Clarence E. Pierce Jr., 81, a retired Foreign Service officer, died Sept. 10 in Thomasville, N.C. He joined the State Department in 1962 and served in Stanleyville, Elizabethville, Bangkok, Antananarivo, Ismir, Milan, Cairo and Helsinki. He retired in 1978. As a naval intelligence officer during World War II, he was stationed in

Basra, Rangoon, Bangkok and Washington, D.C.



Robert J. Ryan Sr., 89, a retired Foreign Service officer, died Sept. 17 at his home in Daytona Beach, Fla. He joined the State Department in 1937 and held a number of Civil Service positions, including executive director of the Bureaus of Near Eastern, South Asian, and African Affairs. He was appointed a senior Foreign Service

officer in 1955 and served in Paris, as ambassador to Niger and deputy assistant secretary for Administration. When he retired in 1969, he joined the United Nations Secretariat in New York, where he served as assistant secretary general for administration until 1977.



Martha J. Scholton, 74, a retired Foreign Service secretary, died unexpectedly on Aug. 1 at her home in Bullhead City, Ariz. She joined the Foreign Service in 1977 and served as secretary to ambassadors in Malta, Oman, Bahrain and Botswana. She retired in 1989.

OBITUARIES



William F. Schroeder, a communications officer, died Sept. 11 in Dayton, Ohio. He served in Finland, Peru, France, Israel, the Philippines and Washington D.C. An Air Force veteran of Korea and Vietnam, he was buried in Arlington National Cemetery.



Carol M. Sheehan, 78, a retired Foreign Service officer, died Aug. 31 in Peterborough, N.H., of emphysema. She joined the Foreign Service in 1952 and served in consular affairs in Rome, Paris, Belgrade, Saigon, Mexico City and Durban.

PERSONNEL ACTIONS

Foreign Service Retirements

Adams, David
Adams, Martin P.
Anderson, Youngeun Hyun
Antokol, Phillip N.
Bay, Janice F.
Bigart Jr., Robert J.
Bill, Nora J.
Blake, Steven L.
Blyle, David L.
Carr, James A.
Freeman Jr., Roger M.
Gochnauer, Lois Ann

Greulich, Laura K.
Gulliksen, Gail J.
Hall, James H.
Hart, Thomas G.
Humphrey, William A.
Hutcheson, James W.
Johnson, Deanna I.
Kilgore, Hulya
La Porta, Alphonse F.
Leader, Joyce Ellen
Lochner, David H.
McCamman, Michael J.

Civil Service Retirements

Miller, David E.
Moore, Geoffrey H.
Murray, Marie
Perry, R. Earl
Thibault Jr., Albert A.
Thomas, Holcombe H.
Tyson, Paul H.
Walsh, James D.
White, Robin L.
Wright, Glenda

Bare, Clive G.
Bart, Gerda M.
Berkey, Susan S.
Black, Barbara Jean
Bradley, Lana C.
Chairge, Patrick A.
Dangelo, Rosalie M.
Gorin, Stuart
Gutierrez, Maggie
McFarland
Hancock, John R.
Johnson, Herbert W.

THE STATE OF THE NORTH POLE

LISTEN, BAMBI - THIS IS THE OFFICE OF NAUGHTY ENFORCEMENT. THE UNDER SECRETARY FOR NICE IS DOWN THE HALL...



THAT RUDOLPH WITH HIS NOSE SO BRIGHT- CAN YOU BELIEVE HE'S ACTING DIRECTOR OF SLEIGH AFFAIRS TONIGHT?



WE HAVE MOVEMENT- FAT MAN IN MOTION DOWN THE CHIMNEY.



ROGER THAT - MILK AND COOKIES ARE SECURE. PREPARE TO DISTRIBUTE GRATUITIES...

HO, HO... (WHAT'S MY NEXT TALKING POINT)?



HO, SIR. FULL LINE IS "HO, HO, HO."

YOU'D THINK FOR ONCE HE WOULDN'T SCHEDULE HIS OFFICIAL TRAVEL ON A HOLIDAY...



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